



Business, Transportation and
Housing Agency



GoCalifornia Regional Workshops

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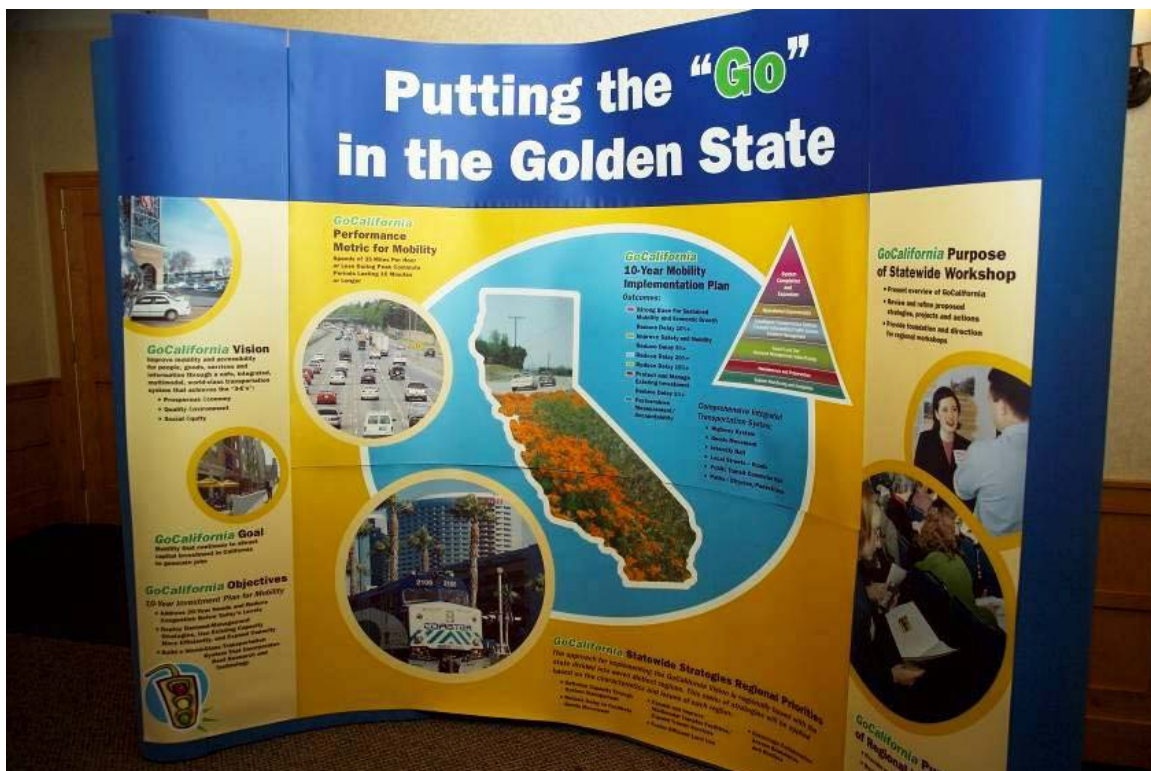
Introduction

The *GoCalifornia* initiative is a comprehensive ten-year strategy for improving California's transportation system by improving mobility and reducing congestion throughout the state. The *GoCalifornia* vision is to improve mobility and accessibility for people, goods, services and information through a safe, integrated, multimodal, world-class transportation system that achieves the "3-E's":

- Prosperous Economy
- Quality Environment
- Social Equity

Major goals of the *GoCalifornia* initiative include:

- Developing a world-class transportation system;
- Integrating transportation and housing in land use planning and other smart growth strategies;
- Improving goods movement while reducing congestion and improving air quality;
- Preserving California's investments in the existing system while increasing multi-modal capacity; and
- Leveraging private capital to supplement public resources.



In addition, *GoCalifornia* seeks to foster the development and implementation of performance outcome metrics and system-wide performance standards and to invest transportation resources based on these performance measures. It is anticipated that full implementation of *GoCalifornia* will improve overall project delivery through innovative financing and expand alternative procurement systems such as design-build and design-sequencing methods. Specific strategies to achieve these outcomes include:

- Deploying market-based strategies such as congestion pricing, value pricing and High Occupancy Toll (HOT) lanes;
- Maximizing return on investment through “system management” and alternative design and build methodologies;
- Implementing demand-management strategies to utilize existing capacity more efficiently and expand capacity where necessary; and
- Improving safety through implementing Intelligent Transportation Systems (ITS), real-time traveler information and improved traffic control and incident management systems.

Regional Workshops

The first phase of the *GoCalifornia* initiative featured a statewide kick-off meeting on September 30, 2005 in Monterey, California. This kick-off meeting was immediately followed by eight regional workshops held across the State. These regional workshops were tailored to elicit dialogue and prioritization of regional strategies, as well as to educate participants on the goals of *GoCalifornia* and the Goods Movement Action Plan. The regional workshop schedule and the number of participants at each session are presented in Figure 1.

Figure 1: *GoCalifornia* Regional Workshop Schedule

Regional Workshop Schedule			
Date	Region/Meeting	Location	Number of Participants
September 30 th	Statewide Kick-off Meeting	Monterey	121
October 4 th	Bay Area	Emeryville	62
October 12 th	North State, Mountain and Eastern Sierra	Jackson	37
October 13 th	North State, Mountain and Eastern Sierra	Redding	28
October 19 th	Central Coast Region	San Luis Obispo	45
October 20 th	Central Valley	Fresno	56
October 25 th	Southern California	Orange	102
October 26 th	Riverside and San Bernardino	Riverside	60

October 27 th	San Diego and Imperial	San Diego	60
Total			571

Participants

Over 860 individuals, representing over six broad industry groups were invited to participate in the statewide kick-off meeting and/or one of the eight regional workshops listed in Figure 1. Those who attended represented a wide-range of disciplines and areas of interest including: academics, elected officials, transportation advocates, developers, construction industry personnel, lobbyists, trucking industry officials, state, regional and local government agencies, public safety officers, community activists and local citizens. Over half of the participants were representatives of local, regional, state or federal government. Figure 2 lists participants by affiliation.

Figure 2: GoCalifornia Participants by Affiliation

Affiliation	Industry Examples	Percentage of Participants
Academics and Public Policy	Universities, Colleges, Policy Centers	4%
Business and Goods Movement Industry	Trucking, Construction, Raw Materials, Logistics	12%
Federal or State Government	Caltrans, California Highway Patrol, Federal Highway Administration	25%
Regional or Local Government	Local Elected Officials, Regional, County or City Staff, Local Law Enforcement, Public Safety	30
Transportation Advocacy or Citizen Groups	Community Action Agencies, Citizen Advocates	<1%
No Affiliation Listed/Unknown	No affiliation listed	29%

Regional Workshop Structure

The first component of the Regional Workshops included a 90 minute presentation on the *GoCalifornia* initiative and the Goods Movement Action Plan by Will Kempton, the Director of Caltrans, and John Barna, Deputy Secretary of the Business, Transportation and Housing Agency, respectively. Key elements of the presentations are described below.

The GoCalifornia Presentation

The *GoCalifornia* presentation included an overview of the initiative as well as its objectives, challenges, potential solutions, existing priorities, major projects and follow-up action plans. The presentation provided an in-depth look at the proposed *GoCalifornia* Pyramid, a graphical depiction of the initiative's six strategic components

(or layers). The *GoCalifornia* presentation also provided data on State Highway investments, cost effectiveness strategies and multi-modal transportation objectives. This presentation, in its entirety, is included in **Appendix B** of this report.

The Goods Movement Action Plan Presentation

The Goods Movement Action Plan presentation included an overview of the challenges and opportunities facing the goods movement industry in California and nation-wide. The presentation also included an in-depth discussion of the nation's goods movement corridors, statewide focus routes and California seaport facilities. The Goods Movement Action Plan also outlined specific issues related to road congestion and air quality as well as priority infrastructure projects and environmental mitigation strategies to address these issues. For additional information on the Goods Movement Action Plan please refer to **Appendix C** of this report.

Regional Workshop Methodology

Following these presentations participants were asked to break-out into three¹ randomly selected² work groups to contribute their various perspectives on the following four topics:

- The *GoCalifornia* Pyramid
- Statewide Mobility/Congestion Performance Metric³
- High-level Regional Strategies for Improving Mobility
- Prioritization of Regional Strategies

Break-Out Group Process

The individual break-out groups allowed participants an opportunity to voice their opinions on the topics presented above, as well as other transportation issues affecting their communities. An independent facilitator, supplied by the Highlands Consulting Group, guided each break-out group and captured participants' feedback. A Caltrans subject matter expert also was on hand in to answer questions and provide background information as needed. A standard agenda and voting protocol guided all of the workshop sessions to insure uniformity of implementation and gathering of results. The notes generated from each breakout session were compiled into a single document for each regional workshop and can be found in their entirety in **Appendix D**.

Limitations of the Methodology

All methods of data collection present their own limitations and constraints when attempting to qualify and quantify participant responses.

¹ In Redding, the participants were broken-out into only two work groups due to a smaller number of attendees present.

² Upon registration participants were given a folder of materials with either a 1, 2 or 3 marked on the corner. Participants were later asked to break-out into one of three work groups based on the number that was printed on their folder.

³ Definition: "Speeds of 35 miles per hour or less during peak commute periods lasting 15 minutes or longer."

Constraints on Quantitative Findings

By their nature, workshops elicit qualitative trends rather than quantitative data. Where possible, participants' opinions were quantified through nominal voting techniques or "prioritization" strategies, described in greater detail later in this report. Because of the small sample size and the varying range of participants across industry lines, we are not able to generalize the findings to the overall population. However, the high degree of consistency in the responses across many of the regional workshop break-out groups is helpful in making assumptions to the general opinion of the group and the majority of its participants. In addition, the diversity of the participants and various locations the workshops helps assure that the relevant critical themes surfaced during the workshop discussions.

Variability in Findings Across Break-out Groups

Although each facilitator followed a general outline designed to promote feedback from the participants, some breakout groups generated additional data that was not available to the other groups. This is important when analyzing the results of the voting on the prioritization of strategies since the groups did not always vote on the same strategies. Also, some groups offered additional feedback in the form of "opportunities" and "challenges" for each of the strategies presented. In some workshops participants were asked to also identify local projects not included in the regional presentation under the heading of "Examples of Major Prospective Regional Projects." Responses to these questions can be found in **Appendix D**, Regional Workshop Results.



Regional Workshop Content

The GoCalifornia Pyramid

All participants were presented with an overview of the *GoCalifornia* pyramid before coming into their assigned break-out groups. During the break-out sessions participants were asked to respond to the following questions about the pyramid:

1. What is your overall impression of the *GoCalifornia* pyramid?
2. How do you feel the *GoCalifornia* pyramid strategies fit with your regional perspective/strategies?
3. What changes, if any, would you make to the *GoCalifornia* pyramid?
4. Do you have any questions or comments on the structure or the layers within the *GoCalifornia* pyramid as described in the presentation?

Statewide Mobility/Congestion Performance Metric

Participants were asked to describe their overall impressions and opinions on the following statewide mobility/congestion metric: "Speeds of 35 miles per hour or less during peak commute periods lasting 15 minutes or longer." Participants were asked if this metric was relevant to their region and if so why or why not.

Regional Strategies for Improving Mobility

All of the break-out groups were presented with the same strategies⁴ that were tailored to goals of their particular region. These strategies were discussed and prioritized by each of the groups and later rolled into a single regional prioritization ranking [see Prioritization of Regional Strategies below]. Participants were also given an opportunity at the end of each session to present additional strategies for discussion if time allowed. A table of these strategies and the region's responses can be found in the Regional Workshop Results section of this report.

Prioritization of Regional Strategies

Following the regional strategy group discussion, participants were asked to "vote" for the most important short-term and long-term strategies for their region. Each person was given a total of 6 priority votes; 3 "blue" votes representing short-term strategies; and 3 "orange" votes representing long-term strategies. Short term strategies were considered ones that should be initialized within 1 to 5 years and long-term strategies were to represent a 6 to 10 year span. Individuals were allowed to award their priority votes to one or more strategies. The number of participants attending is greater than the number of votes tallied because some individuals chose not to vote and some were excluded from voting (i.e., Caltrans employees). Tables presenting each region's strategies and their prioritization results can be found in **Appendix D**.

⁴ Not all groups were given the same number of initial strategies to discuss. Regions were given between four and seven strategies to discuss. The initial strategies discussed in each region were identified based on regional needs and issues. The average number of initial strategies discussed per region was five. The number of additional strategies developed during the various sessions varied from zero to six.

To ensure that individuals were also able to provide non-verbal feedback during the break-out groups, post-it notes were available for participants to write their comments and submit them during or after the sessions. Participants were also encouraged to provide any additional post-workshop feedback they may have directly to Caltrans through a designated e-mail address (Nathan_Smith@dot.ca.gov). Workshop Evaluations were distributed following the sessions to obtain feedback from participants on their overall impression of the sessions and their opinion on what could be done to improve future workshops.

Regional Workshop Results

The results from all eight regional workshops were synthesized and then categorized into four main components: 1) *GoCalifornia* Pyramid Results; 2) Congestion/Mobility Performance Metric Results; 3) Regional Strategies Results; and 4) Strategy Prioritization (Voting) Results. For a complete list of all of the comments captured during each individual regional workshop please refer to **Appendix D**.

GoCalifornia Pyramid Results

The *GoCalifornia* pyramid is comprised of six distinct layers representing six distinct mobility-enhancing strategies. For more information on the pyramid, please refer to **Appendix A** and **Appendix B** of this report. The layers (beginning with the base) are as follows:

- System Monitoring and Evaluation;
- Maintenance and Preservation;
- Smart Land Use/Demand Management and Value Pricing;
- Intelligent Transportation Systems (ITS)/Traveler Information/Traffic Control and Incident Management;
- Operational Improvements; and
- System Completion and Expansion.

Most participants believed that the *GoCalifornia* pyramid provided a good graphical representation of the strategies necessary for improving transportation systems statewide. The most recurring comments or themes resulting from the *GoCalifornia* pyramid discussion included:

- The implementation of the pyramid should be tailored to meet the needs/resources on the region.
- Baseline measures are needed for each layer of the pyramid in order measure success.
- More funding is the key to turning the strategies into reality; therefore, funding should be the base of the pyramid.

The most common criticism of the pyramid regarded the lack of funding available to make the strategies a reality. Several responders felt that some layers of the pyramid were more important than others, but there was no general consensus as to which one was the most important layer overall.

Questions regarding the pyramid's efficacy and applicability to the regions were also discussed. A summary of the most common impressions and question received regarding the pyramid have been grouped into the following three categories: 1) Comprehensiveness and Clarity; 2) Implementation and Regional Applicability; and 3) Overall Content and Appearance.

Comprehensiveness and Clarity

- The concept of "Safety" is missing from the pyramid. The pyramid should include component or layer related to safety.
- The Operational Improvements layer should be combined with the Maintenance and Preservation layer.
- Smart Land Use should be woven into all of the layers and not stand alone.
- Smart Land Use should be separate from Demand Management and Value Pricing since they all mean different things.
- It is not clear how local road systems are incorporated into the pyramid.
- Strategic Highway Safety Plans need to be included in the pyramid.
- Leadership for each of the layers is not clearly defined.
- Operational Improvements needs to emphasize optimization of the existing system.



Implementation and Regional Applicability

- The implementation of the pyramid will be different based on the region/locale.
- Local perspectives must be incorporated into each of the layers in order for it to be useful to the regions.
- Baseline measures are needed for each layer in order to measure success.
- More funding is the key to turning the strategies into reality; therefore, funding should be the base of the pyramid.
- The business community and private sector need to be involved in the implementation of the pyramid.
- Smart land use is the most difficult to implement because land use decisions occur at the local level. The state has no control over local land use issues.
- Better data collection and ITS are critical to achieving success in the Monitoring and Evaluation layer.
- Investment in ITS could represent a small investment with a high yield payoff.

- The rising cost and demand for raw materials is a challenge in regards to implementing several of the strategies presented in the pyramid.
- Environmental impacts and air quality issues need to be included as implementation challenges for each layer.

Overall Content and Appearance

- The layers appear to capture most of the transportation strategies for our region.
- The visual has to be very clear to be understandable by people outside the transportation arena.
- The pyramid shape does not represent the interdependence between the layers.
- The shape of the pyramid implies that the layers are in ascending order of importance with the base being the most important layer.
- The pyramid seems to apply primarily to state highway systems and does not fit as well into the regional system.
- The horizontal layers imply a hierarchy with varying levels of importance.

The most commonly asked questions about the pyramid included:

1. How will the *GoCalifornia* pyramid strategies be funded?
2. Are the layers of the pyramid hierarchical? And are they proportionally representative to funding and/or Caltrans strategies?
3. How are the layers prioritized? Do the bottom layers such as System Monitoring and Evaluation and Maintenance and Preservation have to be achieved in order to move up?
4. How will the overall success of the *GoCalifornia* initiative be measured?
5. What are the policy directives and funding criteria aimed at each level of the pyramid?

Mobility/Congestion Performance Metric Results

The proposed statewide performance metric for congestion/mobility was introduced to participants during the *GoCalifornia* Presentation:

"Speeds of 35 mile per hour or less during peak commute periods lasting 15 minutes or more."

Overall, participants indicated that the metric is applicable primarily for highway traffic in urban areas, but is not particularly relevant to local roads or in rural areas. They also questioned the efficacy of a single performance metric being applied statewide.

The most common feedback reported by participants on this topic are encapsulated below:

- A single statewide performance standard is not achievable, nor necessary.
- The definition is not compressive enough; it is too narrow in focus.
- Does not apply to rural highways, interchanges or local arterial roads.

- Congestion is not relevant only during peak times.
- Peak times vary from location to location and by time of day.
- Peak commute periods can cover long periods of the day in some cities and be negligible in others.
- The metric should be a measure of “accessibility” rather than “mobility”; people should have access to the modes of transportation they need within their communities.
- In some areas recreational (weekend/holiday) travel causes congestion, not commute trips.
- The variability of travel times would be a more meaningful measure and would vary considerable depending on the location/road/highway.
- Fifteen minutes is not a useful measure of congestion; congestion times can vary considerably during a single commute.
- Fifteen minutes in some locales would be considered an improvement over current congestion and a worsening in others.

Regional Strategies Results

Participants were then asked to provide their feedback on a range of regional strategies (between four and seven) pre-identified as being relevant to their regional areas. When time allowed, respondents were also asked to identify any additional strategies for discussion. Overall, most groups were able to identify several additional strategies germane to their regions; these are included in summary format in the table titled **Figure 3: Workshop Strategies Voting Results** on page 20. These strategies in their original form appear in **Appendix D** of this report.

A total of 30 distinct strategies were either presented to, or developed by, the break-out group participants at the eight regional workshops. Many of these strategies were similar in nature or content and therefore, for the purposes of analysis, have been collapsed into 17 discrete categories identified below. The top three most commonly agreed upon strategies include:

- Facilitate or Improve Goods Movement
- Foster Efficient Land Use
- Optimize and/or Add Capacity Through System Management and/or Preservation

It was the general consensus among participants that many of the strategies were interdependent and, therefore, should not be considered mutually exclusive. Overarching themes that permeated many of the strategy discussions was the need for stable and increased funding sources and the need to plan collaboratively across agencies and boundaries. Other common themes and comments expressed by respondents are summarized below:

1. Optimize and/or Add Capacity Through System Management and/or Preservation

- Better systems' management will increase our return on investment and free up more money to be spent on optimizing capacity.
- Need to make sure not to "over build" capacity in some areas while "under building" capacity in others; look at it from a system-wide perspective and fix gaps that currently exist.
- Need to optimize current capacity first, and then adding additional capacity as needed.
- Do not plan for future capacity based on current assets; need to look at different ways at planning for capacity for the future.
- Need to think of new ways and new modes for add capacity beyond building roads/highways.
- In order to optimize capacity we need to focus on HOV and HOT lanes on existing highways/freeways.
- Should simultaneously increase capacity (build) while maintaining (rehabilitate) current systems and facilities to achieve the maximum return on investment (ROI).
- Use ITS systems to improve "demand management" and develop strategies to take traffic off of the current system and optimize capacity.
- Need a statewide vision on what is ideal or optimal capacity for California now, and in the future.

2. Facilitate or Improve Goods Movement

- Optimizing and improving the East/West connector highways and corridors will greatly increase goods movement throughout the state and to the rest of the country.
- Find ways to expand rail capacity to improve goods movement; less reliance on trucks on the highways.
- Disaster response and Homeland Security issues need to be addressed in relation to goods movement and port traffic/congestion.
- Focus on land, rail and airports; not just sea ports (and highways).
- North/South connector roads and freeways need to be expanded to increase the transportation of goods across the state.



- Goods movement through rural areas strains the capacity of the current system.
- Goods movement through urban areas decreases quality of life in nearby and surrounding communities (noise pollution, congestion, and air quality).
- Look at goods movement from the local and neighborhood perspective; goods movement does not end on the freeway/highway it ends up on local roads being delivered to local stores.
- Reducing cars from the roadway would improve goods movement.
- Air quality issues are critically important in the goods movement arena. Increasing truck or port traffic decreases air quality. Need to look at lower emission alternatives.

3. Expand and Improve Multi-Modal Transfer Facilities and Expand Public Transit Services

- Improved ITS will help state and local governments plan better multi-modal transportation options.
- Public transit services should be at the forefront of regional planning efforts; not considered an afterthought.
- Public transit planning should be an integral component of community/regional planning.
- Urban and rural areas have very different needs in regards to public transportation and multi-modal transfer facilities that need to be addressed separately.
- Good connectors between the “first-mile” and “last-mile” of public transportation need to be improved to increase usage.
- Provide incentives to commuters and better educate the public on mass transportation services/options.
- Build flexibility into the system and allow for growth and expansion over time.
- Need to make transit options accessible and desirable to the public.

4. Close Freeway and Mobility Gaps

- Addressing freeway gaps is too narrow; we also need to focus on all types of mobility gaps, from pedestrian walk-ways to high-speed rail lines.
- Closing freeway gaps is too narrow; should consider closing “corridor” or “system” gaps.
- Use ITS to improve “demand management” and develop strategies to take traffic off of the current system.
- Gaps in the statewide rail system need to be addressed and improved.
- Look at air travel when looking at gaps in mobility; accessibility to airports and flights within the state.

- Need more GPS triggered route management and ITS systems to identify gaps for improvement.
- Improve interconnectivity between cities, regions and systems (roads, rail, and buses).
- Expand and improve connectors/interchanges between local and state systems.



5. Foster Efficient Land Use

- Develop business incentives for employers to move jobs to areas with affordable housing.
- Efficient land use affects more than just car/passenger traffic; there is an explicit link between land use and freight movement as well.
- Support and "incentivize" communities and developers to implement a suitable job/housing balance in new communities and in-fill projects.
- Plan for sustainable community development, rather than depending on commuting to 'bedroom communities.'
- Develop "carrots" and "sticks" (incentives/disincentives) for local governments, developers and citizens to improve mobility; fix the sales tax funding structure.
- Build housing and create jobs with transportation planning objectives in mind.
- Must look at land use decisions across communities and regions; congestion from one area often spills over into others.
- Educate the public on better land use decisions and how these affect mobility in their communities (and beyond).

6. *Encourage Collaboration Across Boundaries and Borders and/or Governmental Entities*

- Develop incentives that support cross-regional, cross-boundary collaboration (like the regional blueprints).
- Coordinate the activities of the regulatory agency (state, local and federal governments), so that everyone is on the same page and receives the same information.
- Local governments and communities need transportation expertise and staff to be able to adequately plan for and improve mobility.
- Regions must work together to plan for growth and mobility; regions are not built in a vacuum.
- Rural and urban regions often have competing interests or challenges; they need to come together and look at their commonalities and develop mutually beneficial solutions.
- Need to identify new ways of working together, since the old ways have not worked.
- Bring multiple planning bodies together and encourage collaborative planning efforts (and provide incentives).

7. *Develop Stable Funding Sources, Revamp Tax/Funding Structures and Identify New Funding Strategies/Sources*

- Need to develop a stable funding source for local roads outside of the STIP/SHOPP.
- Implement developer fees and impact fees to supplement state and federal funding.
- Need long term funding strategies to go along with long term capacity planning.
- Give funding priorities to those entities that are collaborating together and meeting the strategies of *GoCalifornia*.
- Tap into revenues from the ports and container fees to help augment current transportation funding streams.
- It is difficult to plan and complete large long-term projects when funding may not be available throughout the entire project timeline.
- Funding is too piecemeal and modal specific. Need to develop more multi-modal funding sources that cover the whole continuum of transit services.

8. Upgrade or Improve Key Inter-Regional Routes and/ or Connector Highways and/or Focus Routes

- Key inter-regional routes should include interstate routes as well.
- Need to look at the entire system (highways, freeways, interstates, focus routes, interchanges, etc.) from a continuity perspective.
- Encourage multi-region, multi-county planning when planning upgrades or improvements on inter-regional routes.
- Need to recognize that many local and arterial roads function like state highways.
- East/West connector highways need to be improved and expanded along with North/South routes to achieve "system completion" goal.
- Need to address the barriers to improving inter-regional routes in which can include, funding, regulations and community opposition in some areas.
- Better connectivity from highway to highway and better interchanges from the main corridors is needed.
- Funding is a key issue in upgrading or improving inter-regional routes. Right now there just is not enough money to make this a reality.
- Right-of-way ownership issues need to be addressed along some of these corridors. There may not be any room to grow because of a lack of right-of-way.

9. Promote Economic Development Tourism and Jobs and/or Develop Regional Growth Strategies

- Need to look at the negative implications of increasing tourism and jobs in certain regions, for example, ecological and air quality deterioration.
- The desire to control sprawl and protect the environment is often at odds with economic growth and improving mobility.
- Developing more transit-friendly communities will increase jobs and improve the economy.
- This is not a strategy for some communities who feel they are "over-grown" as it is. Some cities are anti-growth and development.
- Growth strategies need to be long-term and include integrated transportation, jobs and housing strategies.
- Regions that rely on tourism have different mobility/congestion problems than other areas (primarily recreational, seasonal and weekend traffic rather than weekday commuter traffic problems).

10.Improve Incident Management, Traffic Control and/or Safety

- Improved incident management systems would help reduce bottlenecks and congestion and improve safety on the highways.
- Safety issues/challenges and solutions may be different for rural roads than state highways; we need to look at the differences and address them appropriately.
- Need greater emphasis on driver knowledge and education; need to empower drivers; they need real-time information to make more informed travel-related decisions.
- Need better technology to improve statewide incident management systems due to current interoperability and communications issues.
- Educate the public on improving safety to challenge current driver behavior.
- Need better ways to clear accident sites more quickly to reduce congestion and bottlenecks.

11.Mitigate the Challenges to the Construction Industry (Aggregate Permitting, Aging Workforce, Cost of Materials)

- Need to streamline the aggregate (raw materials) permitting process so that aggregate can be mined locally and reduce the amount of time/cost/effort it takes to get raw materials to the job sites.
- Need to optimize the ability to obtain and deliver aggregate resources, which are the building blocks of the transportation infrastructure.
- Need to reach consensus between state and local governments on sensible permitting for aggregate mining.
- Change/update the state highway design and build protocols and estimating procedures; they are out of date and not cost effective.
- Need to address the challenges with the “graying” of the construction industry workforce. Identify ways to entice skilled construction labor to California.



12. Improve Management of the Local System and/or Improve Preventative Maintenance and/or Overall Operational Improvements

- The local system should not be pitted against the state system regarding funding strategies.
- More funding should be spent on preventative maintenance since it saves money in the long run and provides a better return on investment.
- Need to dispel the myth of "on-system" traffic verses "off-system" traffic; need to have an integrated approach to managing traffic on a statewide, system-wide basis.
- *GoCalifornia* seems to focus primarily on the state highway system and does not adequately incorporate local road/systems into the vision.
- More emphasis or funding for local roads would positively impact state roads and highways (congestion begins on local roads).
- Local roads are the backbone of the statewide system and need to be maintained and/or enhanced.

13. Change Transportation Planning, Review and/or Implementation Processes and Structures

- Make the planning process more streamlined and accelerate the approval processes.
- Provide visionary tools and training for key County and city decision makers.
- The state (Caltrans) needs to give more decision making (approval) authority to the local governments, especially for small projects.
- Improved design-build and design-sequencing strategies need to be implemented.
- The environmental review process impedes timely implementation of new roadway projects and needs to be streamlined and improved.
- The State should set the vision and let the locals develop strategies for implementation that best meet their needs/resources.
- The planning horizon needs to be longer. Need to plan beyond 10-year timeframe before growth/congestion become a problem.
- The planning process needs to be pro-active rather than re-active.

14. Optimize and/or Add Capacity On Interstate Highways (I-5, I-80) or Upgrade State Roads (99)* and Other Regional Corridors

- Need to focus on expanding and improving East/West connector highways and corridors.
- Improve and expand capacity on I-5 and I-80 and upgrade SR 99 to state highway standards.
- Remove the emphasis from specific highways or state roads and focus on improving capacity on congested roads period.
- Need to look at strategies that focus on parallel capacity (arterials, focus routes and feeder highways).
- Develop dedicated truck lanes, express lanes and/or reverse lanes and increase the speed limits on some stretches of highway.

15. Improve or Maintain Quality of Life and/or Promote Social Justice

- Ensure that transportation planning and implementation takes into account the needs of all the people in the community (handicapped, poor, elderly, children, pedestrians, cyclists, etc.).
- Promote social equity when designing and building infrastructure projects.
- Facilitate designs that bring communities together. Transit options should be integrated to fit the needs of the community.

- Look at ways of reducing congestion and improving air quality in neighborhoods.
- Preserve open space, scenic by-ways, agricultural land and recreational space in communities.

16. Educate/Market Alternative Modes of Transportation and/or Add Air Travel to GoCalifornia

- Develop and promote a marketing campaign that educates the general public on alternative modes of transportation.
- Air travel should become a component of the *GoCalifornia* vision.
- Communicate the *GoCalifornia* vision to the general public.

17. Develop and/or Encourage Public/Private Partnerships

- Develop public/private partnerships to fund infrastructure projects.
- Provide training to regions and counties on how to develop effective public/private partnerships.
- Public/private partnerships are the key to drawing additional funding sources to California.
- Offer incentives to the private sector to help fund transportation projects that are mutually beneficial.
- Get the trucking and shipping industries involved in funding infrastructure projects that benefit their bottom line.

Regional Strategies Prioritization

The final component of the *GoCalifornia* workshop provided an opportunity for participants to “vote” on their top three short-term and long-term strategies⁵ as discussed in the previous exercise. Participants were given six priority points or “votes” to identify which were the most important short-term and long-term strategies for their region⁶. Participants were instructed to assign three votes to their highest priority short-term strategies and three votes to their highest priority long-term strategies. Participants were allowed to assign all of their six votes to a single strategy if they felt that that strategy was the overall highest priority for their region. Since not all regions voted on the same strategies they were collapsed into 17 “like” categories as outlined in the previous section. The results from the voting for each individual region can be found in **Appendix D** of this report.

⁵ For purposes of this exercise, short-term is defined as 1-5 years and long-term is 6-10 years.

⁶ Not all participants voted.

Voting Results

The voting results gathered from all eight workshops was compiled and condensed into **Figure 3**. The cumulative total votes were ranked from highest to lowest priority across all eight regions. The top three highest priority strategies in rank order are:

- #1 Facilitate or Improve Goods Movement
- #2 Foster Efficient Land Use
- #3 Optimize and/or Add Capacity Through System Management and/or Preservation

Both Facilitate Goods Movement and Foster Efficient Land use garnered roughly the same percentage of votes, 14.8% and 14.2%, respectively. Optimize and Add Capacity Through System Management obtained 12.3% of the total votes.

The lowest three priority strategies in rank order are⁷:

- #14 Improve or Maintain Quality of Life and/or Promote Social Justice
- #15 Educate/Market Alternative Modes of Transportation and Add Air Travel
- #16 Develop and/or Encourage Public/Private Partnerships

Each of the lowest ranking priorities garnered less than 1% of the total overall votes. Although the strategies listed above garnered the least amount of overall votes, it is important to note that not all strategies were presented and voted on in every workshop.

Figure 3 presents the overall cumulative votes from all eight regions combined. The blue numbers represent the total number of short-term (ST) votes by strategy and the red numbers represent the total number of long-term (LT) votes by strategy. The cumulative total represents the short-term and long-term votes combined for each strategy. For more information on the voting results for each individual regional please refer to **Appendix D**.

⁷ Strategies #11 and #13 tied for 12th place in ranking from highest to lowest priority.

Figure 3: Workshop Strategies Voting Results

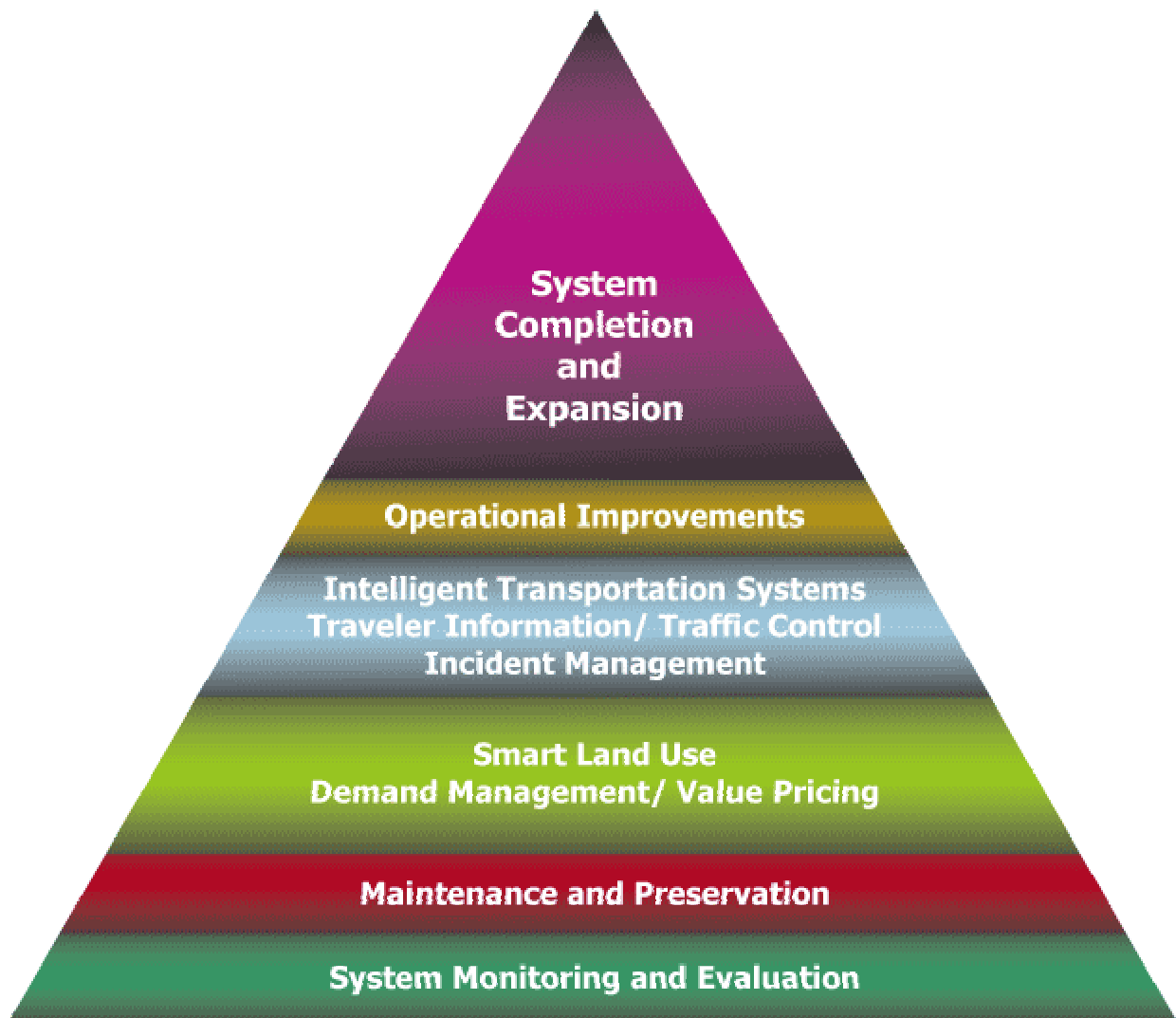
Group Prioritization Results Tally - All					
Item #	Strategy	All Regions		Cumulative Totals - All Regions	Ranking
		ST/LT	Combined		
1	Optimize and/or Add Capacity Through System Management and/or Preservation	ST	137	216	3
		LT	79		
2	Facilitate or Improve Goods Movement	ST	120	260	1
		LT	140		
3	Expand and Improve Multi-Modal Transfer Facilities & Expand Public Transit Services	ST	71	133	7
		LT	62		
4	Close Freeway & Mobility Gaps	ST	32	75	9
		LT	43		
5	Foster Efficient Land Use	ST	86	259	2
		LT	173		
6	Encourage Collaboration Across Boundaries and Borders and/or Governmental Entities	ST	80	175	5
		LT	95		
7	Develop Stable Funding Sources, Revamp Tax/Funding Structures and Identify New Funding Strategies/Sources*	ST	78	146	6
		LT	68		
8	Upgrade or Improve Key Inter-Regional Routes and/ or Connector Hwys and/or Focus Routes	ST	85	186	4
		LT	101		
9	Promote Economic Development Tourism & Jobs and/or Develop Regional Growth Strategies	ST	59	74	10
		LT	45		
10	Improve Incident Management, Traffic Control and/or Safety*	ST	15	22	13
		LT	7		
11	Mitigate the Challenges to the Construction Industry (Aggregate Permitting, Aging Workforce, Cost of Materials)*	ST	11	23	12*
		LT	12		
12	Improve Management of the Local System and/or Improve Preventative Maintenance and/or Overall Operational Improvements*	ST	28	34	11
		LT	6		
13	Change Transportation Planning and/or Implementation Processes and Structure*	ST	19	23	12*
		LT	4		
14	Optimize and/or Add Capacity On Interstate Highways (I-5, I-80) or Upgrade State Roads (99)* & Other Regional Corridors	ST	53	86	8
		LT	33		
15	Improve or Maintain Quality of Life and/or Promote Social Justice*	ST	7	16	14
		LT	9		
16	Educate/Market Alternative Modes of Transportation and/or Add Air Travel to GoCA*	ST	10	13	15
		LT	3		
17	Develop and/or Encourage Public/Private Partnerships*	ST	3	6	16
		LT	3		

Next Steps

The *GoCalifornia* initiative will continue with the release of the Phase II Goods Movement Action Plan in December 2005. In addition, the California Transportation Commission is in the process of adopting performance measures developed by Caltrans and the State's partners to be included in the updated State Transportation Improvement Program (STIP) guidelines. Other on-going and future *GoCalifornia* activities include:

- Working with an expert panel on Innovative Concepts and Intelligent Transportation System Technologies who will prepare an updated Action Plan that identifies innovative solutions that can transform California's current transportation system into a world-class system.
- Leveraging an expert panel on Innovative Financing and Public-Private Partnerships, who will complete a Tolling Technology Review Report and make recommendations by December 2005.
- Awarding approximately \$5 million in grants by the end of December 2005 to Metropolitan Planning Organizations for the development of regional "blueprint plans."
- Convening an industry and labor roundtable to develop strategies to entice talent and business in the construction industry back to California.

Appendix A: ***GoCalifornia* Pyramid**



Appendix B: ***GoCalifornia*** **Presentation**

[http://www.dot.ca.gov/hq/tpp/offices/osp/GoCalifornia/
GoCalifornia%20Final%20Statewide%20Workshop%20version%20\(Print%20version\).ppt](http://www.dot.ca.gov/hq/tpp/offices/osp/GoCalifornia/GoCalifornia%20Final%20Statewide%20Workshop%20version%20(Print%20version).ppt)

Appendix C: Goods Movement Action Plan

[http://www.dot.ca.gov/hq/tpp/offices/osp/GoCalifornia/
Goods%20Movement%20PPT%20V3%20101805.ppt](http://www.dot.ca.gov/hq/tpp/offices/osp/GoCalifornia/Goods%20Movement%20PPT%20V3%20101805.ppt)

Appendix D:

***GoCalifornia* Session**

Notes

GoCalifornia Regional Workshop Kickoff

Region: *Statewide Kickoff*

Location: *Monterey*

Date: *September 30, 2005*

Panel Members: Will Kempton, John Barna, Joan Sollenberger

Panel Discussion Notes

Audience Question/Statements:

- Riverside County Transportation Commission - Regarding Proposition 42 sales tax program and financial need. The pyramid chart is over optimistic. Proposition 42 is currently experiencing \$2.5 billion in repayment and the lack of repayment. How do you get to the top without a significant increase?

Panel Member Response(s):

- Agrees with the audience question, the *GoCalifornia* program will require resources, people and money. The program is very dependent on a stable funding source. We will be testing the strategies and projects of *GoCalifornia* on the road. After the feedback, we will put a price tag on it. We will first need to go through the effort of determining our needs of *GoCalifornia*, how and when. Planning for mobility is in our best interest.
 1. Talking about Proposition 42 – Fight the fight eternally – layout for DOF a fully funded Proposition 42 as the voters wanted.
 2. Be committed through workshops to deal honestly and find out how much private and public partnership would raise.

Audience Question/Statements:

- MTC – Feels the program would have a lot of strength if the Governor actively supported it. Likes the pyramid, however, feels it should be driven from the bottom to the top. All expansions are capitol expansion projects. Should fund with priority investments. Drive investments up instead of down.
- Klein Felder – *GoCalifornia* need to look at how we generate taxes. Look at users fee, educating legislators is the only way to get a stable revenue source. Evaluate the “bang” for the “buck”. What is the cost and hours of delay per pyramid?
- Granite Rock – Good Idea, why is there no mention of ITS cars?

Panel Member Response(s):

- Currently, there is a panel of research and development specialist evaluating the UII components. Working with automotive industry regarding ITS and variety of communications strategies, fair media, getting better mobility with technology. We are working with Toyota and Daimler-Chrysler. The World Congress will be taking place November 5 – 10, there will be opportunities to demo real technology.

Audience Question/Statements:

- Riverside County Transportation Commission – Regulatory agencies don’t have land use control, how do we go about measuring land use control?

Panel Member Response(s):

- Typically, transportation has been a reaction to land use decisions. Regional Blue print grants with new tools and public engagement could be able to see a change in reaction to transportation and land use.
- We don't have specific measurements; behavior change has to be through encouragement, not through land use bribes. Land use is in everyone's best interest, and congestion is bad for business, and we need everyone's feed back to adequately address this.

Audience Question/Statements:

- SLOCOG – Likes the pyramid, good system wide approach, good policy foundation. Funding needs to be addressed, look at options reduce threshold for approval local sales tax. Pyramid focus needs to be bottoms up; focus on operations support PSR/PDs process a failure, delays projects, project takes too long. Land use key component (supports Blueprint) Go Cal should emphasize.
- Solano County Transit Authority – Permanent dedication of Proposition 42 is critical. Excellent 1st start! Challenges more specific and dramatic, real life examples at the Regional level, focus on the key issues, and then move on better land use transit linkage. Ask for prerequisites at CTC project approval level.
- CHP – Collision avoidance emphasize focus on prevention incident management.

Panel Member Response(s):

- We are working well with CHP and have a good partnership. State strategic safety plan is a new federal requirement, driver behavior very important.

Audience Question/Statements:

- Waterfront Coalition – Goods Movement Action Plan – We emphasize domestic trade instead of bringing foreign investment to support infrastructure, 500 per container (net) if goods moved 1 day faster to the East Coast.
- Central Valley – Bring investment in California. How will self help measures be integrated? Our plan is consistent with the pyramid.
- Granite Construction – California Air Resources Control Board in process of developing regulations; challenging for developers to respond to.

Panel Member Response(s):

- We are looking at growing the construction industry to expand. They tell us what we have to do “customer of choice.” We have not initiated talk with California Air Resources Control Board.

Audience Question/Statements:

- Association of General Contractors – Sign contract for project delivery. Steel Industry is now stalling construction because they can deliver more products to the Gulf Coast areas.

Panel Member Response(s):

- Need to be able to address contractor bids. Allow contractors to manage their own risk. Design bid sequences, develop good criteria take those decisions out of the hand of the legislators
- We are tasked with implementing investments and we are on it. We suggested a change to the concept regarding the industry.

Audience Question/Statements:

- OES – Homeland security develop a relationship with the chief of technology at OES. There is a new mindset at OES.
- Ventura County – A need for policy improvement, making the system work well through policy improvements. Major growth in transit is coming from the older element, must ensure social equity.
- BTH – Looking at the time frame of *GoCalifornia*; what kinds of opportunities and challenges are being developed in the mid-term?

Panel Member Response(s):

- Hope the pyramid becomes part and parcel with 2006 STIP, and then we can start to see a realignment, which matches mobility. Will to begin implementing. Mid-term effectiveness is depending on the success. How we see it and your buy-in dictates the success. The “3” Es are very important.

Audience Question/Statements:

- How does the airports play into *GoCalifornia* ground access and goods movement?

Panel Member Response(s):

- Go Cal is managing the system dynamically. We have to build the dynamic process to react to industry and terrorist attitudes and natural disasters.

Audience Question/Statements:

- What is going to be the method for the SRA exercise?

Panel Member Response(s):

Regional workshops will have breakout sessions – There will be “3” issues to address:

- 1) What do you think of the pyramid?
- 2) What are near term mobility projects and strategies?
- 3) What strategies are out there that we have not looked at that we could be considering?

GoCalifornia Regional Workshop #1

Region: Bay Area

Location: Emeryville

Date: October 4, 2005

Task 1 - What is your impression of the *GoCalifornia* Pyramid?

- Has there been any cost/benefit analysis done on the different layers of the pyramid? Yes, but they weren't contained in the presentation materials.
- Are ITS improvements and inter-dependability issues addressed within the pyramid? Yes.
- Would like to weave in "enforcement and behavior management" into the pyramid.
- Strategic highway safety plans are an important component to the pyramid.
- Is there a prioritization in the various levels of the pyramid? No, but the levels are progressive and sequencing in nature.
- Want to hear more about 'smart land-use strategies' and how they factor into the pyramid.
- What is Caltrans leadership role in the 'smart land-use' approach from the state perspective?
- Would like to see the policy directives aimed at each level of the pyramid.
- The director needs to address the system perspective of *GoCalifornia*, not just focus on the State responsibility portion.
- The Director needs to address construction material – where to get affordable aggregate needed for building, fuel and energy sources need to be addressed.
- Local Arterial Rail/Transit needs more emphasis. This approach seems to focus on state highway and inner-city rail.
- Central city issues are not being addressed – city streets that serve as a major arterial are critical and must be addressed.
- Rural roads with congestion that are integral routes are not mentioned.
- The ITS and Smart Land Use strata are focused on changing travel behavior and changing demand.
- Should ITS be given a higher priority?
- ITS represents a small investment that could yield a high payoff.
- Very little has been spent on ITS.
- Smart land use is under emphasized.
- Caltrans has to stop chasing land use decisions.
- Separate "smart land use" from "demand management and value pricing." Make them each a distinct layer.
- System monitoring and evaluation.
- Add "data collection."
- Participants added that data dissemination is important to dispelling misconceptions about mobility.
- Pyramid format.
- The participants felt that the horizontally layered slices indicated hierarchy and importance (the top being more important than the base).
- Consider keeping the base and top layers horizontal and rotate all layers in between to a vertical axis.

- Participants believed that the pyramid works well for the state highway system, but they had a hard time seeing how regional efforts/issues fit into the pyramid.
- Participants also had a high degree of consensus on splitting smart land use into its own layer.
- Participants wanted to know how the pyramid would be used as a performance measure. How will *GoCalifornia* be measured?

Task 2 – What does “mobility” mean to your region?

- Having jobs located where people live. Move jobs closer to house.
- Manage traffic flows on and off the freeways.
- Better corridor access; reduce bottlenecks and environmental clearances.
- Build more affordable housing where the jobs are.
- Better goods movement management. Improve bulk materials delivery routes and port-to-delivery strategies.
- Peak hours time management on the freeways.
- Implement the bicycle and pedestrian strategies contained in the “bicycle and pedestrian blueprint”.
- Study driver commuting behavior to devise new strategies.
- Work with employers to increase telecommuting opportunities and look at how e-commerce affects driving behavior.
- Incorporate new strategies like “safe streets to school” programs.
- Look at new mass-transit ridership incentives and lack of incentives to the transit nodes.
- Look at peak traffic flows through communities and the associated quality of life issues.
- Challenge the “no-build” philosophy that some communities have and the impact it has on traffic.
- This is one measure of performance; slide 17 shows a total of 10 performance measures. What are the performance measures for the remaining areas?
- One performance measure is not enough to measure the overall performance of the initiative.
- Should have one measure for each modal component.
- The measure of congestion does not address city areas and central city needs. How do you measure congestion at bridges?
- Would like to see some action items that address each strategy.
- Might want to look at a different measure than the one stated. Would be good to compare free flow traffic to congested traffic times in local areas. Perhaps look at on time performance for inner-city rail.
- The strategies are fine in and of themselves, but we need to find a way to fund them.
- Reliability and predictability are key issues to freight movement.
- Circuitry - how far does freight have to travel to connect departure to destination points?
- Eliminate “peak commute periods” from the definition. Why not have mobility throughout the day?
- Consider quality of life and health benefits associated with mobility.
- Mobility is more than moving cars through the system. Most VMT is not on the freeway. Consider a broader definition.
- Include “incident management” as a component.
- It is not a mobility metric, it is a “congestion metric.”

- Don't have too many metrics.
- Create a "Mobility Index" that considers incidents, queue, throughput, speed, etc.
- The participants felt that the metric worked with the pyramid because they feel that this whole effort is freeway-centric. They want a broader definition that they can use as a measure.

Tasks 3 – Discuss the short-term and long-term strategies necessary to improve mobility in your area?
--

- Look at abandoning infrastructure and roadways as the optimum solution.
- Work on improving and streamlining the permit process.
- Develop business incentives to move jobs where there is affordable housing.
- Revamp the tax structure to build and improve roadways.
- Track and measure the return on investment (ROI) for critical infrastructure projects.
- "De-fiscalize" land use and build additional incentives.
- Put a great reliance on technology solutions to improve mobility.
- There needs to be a public outreach strategy for this effort. The vision needs to be sold to the public, as they will be paying for it. Need public buy-in.
- Disaster relief needs to be addressed. Need to know how to respond to incidents.
- Need to address sustainable energy strategies and funding strategies (Air Quality, fuel taxes).
- Addressing Freeway gaps is not enough – also need to focus on mobility gaps. Focusing on freeways is too narrow.
- Need to collaborate with local governments.
- Local assistance needs to be modernized. Needs to focus on multi-modal transportation.
- Facilitate Goods Movement.
- This is more of a "statement of intent" than a strategy.
- Identify crucial corridors and specific improvements to the corridors.
- Focus on urban goods movement, not just ports.
- This rated as one of the highest issues because participants felt it has been left behind.
- Participants felt that goods movement is bigger than a regional issue.
- Optimize.
- HOV lanes.
- Improve traffic control for construction areas.
- Improved incident management needs to be a component.
- The participants felt that this issue was closely related to goods movement.
- Close Freeway Gaps.
- The strategy is too narrowly defined. Consider replacing "Freeway" with "Corridor" or "transportation system."
- Close HOV gaps (rail, ferry, express bus, park and ride, etc.)
- Remove infrastructure bottlenecks.
- Foster Efficient Land Use.
- Add explicit link between land use and freight. Land use affects more than passenger traffic).
- Coordinate regulatory agency services (local, state, and federal).
- The participants were pleased to see land use as a strategy.

- Coordination of regulatory agency services seemed to be a very important near-term strategy for the participants.
- Improve Multi-modal Transfer Facilities / Expand Transit Services.
- Implement ITS strategies that improve the speed and reliability of busses.

Added Strategies

- **ADDED:** Improve maintenance of state highway system.
- **ADDED:** Optimize existing corridors and focus on improvements for both people and goods.
- **ADDED:** Reduce non-goods movement traffic.
- **ADDED:** Maintenance and optimization were both very important to the participants.
- **ADDED:** The existing list of strategies fits the existing definition of “mobility.” If we change the definition of mobility we need to broaden/tailor the strategies.

Task 4 – Prioritize Mobility Strategies – Individuals were given six votes each (3 short term priority votes and 3 long term priority votes)

Group Prioritization Results Tally						
Strategy	Term	Group 1	Group 2	Group 3	Total	Combined Total
Optimize Capacity Through System Management	ST	8	6	13	27	43
	LT	8	2	6	16	
Facilitate Good Movement to Reduce Delay	ST	11	7	9	27	49
	LT	2	9	11	22	
Expand and Improve Multi-Modal Transfer Facilities and Expand Transit Services	ST	10	6	2	18	32
	LT	4	6	4	14	
Close Freeway and Mobility Gaps	ST	3	4	2	9	20
	LT	4	5	2	11	
Foster Efficient Land Usage	ST	12	4	5	21	50
	LT	10	10	9	29	
Encourage Collaboration Across Boundaries and Borders	ST	4	5	0	9	21
	LT	6	5	1	12	
*Revamp Tax Structure and Funding Strategies.	ST	7	7	n/a	14	33
	LT	18	1	n/a	19	

GoCalifornia Regional Workshop #2

Region: North State, Mountain and Eastern Sierras

Location: Jackson, CA

Date: October 12, 2005

Task 1 - What is your impression of the GoCalifornia Pyramid?

- Are the layers in hierarchical order or order of prioritization? Answer: They are building blocks that build upon one another.
- Requested additional information on the 'land use' layer and Caltrans' role in land use decision making and how it would impact transportation.
- Believe the pyramid presents a balanced approach to transportation improvement strategies.
- Would like to see different layers expanded upon for different audiences.
- Would like to see the layer be more proportional to their level of importance (like the USDA's food pyramid).
- Needs to focus more on public safety. Where is the public safety layer?
- Need a layer that focuses on shorter term incremental improvements (short-term vs. long-term strategies).
- Some participants spoke of trying to incorporate 'environmental streamlining' into the pyramid. It does not need to be a new slice, but they would like it addressed somewhere.
- Under Operational Improvements, emphasize the need for optimization of the existing system. *GoCalifornia* needs to focus on improving existing roads and highways.
- Add "Safety" to the Maintenance and Preservation slice of the pyramid.
- General Comments: participants felt that, overall, the pyramid is sound. Their overriding concern focused on how it would be implemented.
- Pyramid focuses on Public-Private Partnership for state highway needs but overlooks the need to enhance Public-Public Partnership between State and Local governments for system preservation.
- Local road needs go beyond system preservation; need land use, ITS, and operational improvements. All areas are under funded. SR8 allocated \$1 billion, but only for pavement conditions. It greatly underestimated local needs.
- Caltrans doesn't always recognize its influence over local government with respect to the use of its strategies, protocols, and procedures – some of which are extremely out-of-date (i.e., Pavement Maintenance Strategy).
- Pyramid seems to have been created by the state about the state. Need to create a Pyramid for Counties.
- Local perspective must be reinforced or emphasized in the Pyramid.
- Concern that it is a top-down vision and that the decisions have already been made. Who provided input? What were the criteria? What are the performance metrics?
- Reinforce all levels of the Pyramid. All elements flow through the state to the regions, counties, and cities.

Task 2 – What does "mobility" mean to your region?

- Building, improving and maintaining the current infrastructure.
- Providing better access to aggregate resources (the building blocks of infrastructure).
- Reaching consensus between state and local governments on sensible permitting for aggregate mining.
- The mobility performance metric presented (35 mph peak congestion) is unobtainable in large urban areas.
- The issue should be “accessibility” not “mobility”. People need ‘access’ to things like jobs and commerce closer to where they live to reduce congestion.
- The jobs/housing balance is a critical component of the mobility issue.
- Need to address goods movement from a statewide perspective not a regional perspective.
- Invest in local roads to provide relief to major freeways.
- Inter-regional mobility equals inter-regional commuting. Need to devise better commuting strategies.
- Mobility is too focused on cars/trucks and freeways should be more focused on people.
- Plan for sustainable community development, rather than depending on commuting to ‘bedroom communities’.
- Highways 50, 80, and 65 have congestion, but the vast majority of the region does not experience “congestion” based on the definition presented for *GoCalifornia*.
- The region is too large to address as one. It should be further broken down.
- The definition needs to include an aspect of mobility. One participant requested the inclusion of “Life Line” – a service that ferries elderly to grocery shopping, medical appointments, etc.
- Drop “commute periods and focus “peak periods” whenever they may be. This region does not experience “congestion” during commuter hours, but does experience congestion during vacation periods.

Tasks 3 – Discuss the short-term and long-term strategies necessary to improve mobility in your area?

- Add additional routes to the inter-regional routes strategies to include the I-5 east corridor.
- Include optimize capacity on Hwy 205 and Hwy 99 as a strategy.
- Should simultaneously increase capacity (build) while maintaining (rehabilitation) current roads.
- Need to optimize the ability to obtain and deliver aggregate materials to where it is needed.
- Add a strategy that supports developing an employment/jobs and housing balance as it relates to transportation.
- Develop financial ‘carrot and stick’ strategies for developers, local governments, citizens and employers to improve mobility in their communities.

Improve Key Interregional Routes

- “Improve Key Interregional Routes” should be amended to read “Improve Key *Interstate* and Interregional Routes” It is a comprehensive system *not* either/or.
- Need to move beyond case-by-case mitigation strategies. Need a fee program just for the state highway system to deal with future growth. For example, some counties are becoming retirement communities (charge development fees up front).

- Improve collaboration across boundaries and borders. Small counties need to be brought into the planning process.
- Encourage multi-county and state collaboration.

Optimize and Add Capacity on I-5 and I-80

- Increase speed limits for trucks on highways.
- Separate truck from auto traffic with separate lanes or by using rail systems.
- Remove the emphasis on I-5 and I-80. Focus on “congested state highways.”
- Participants want this strategy to focus on the development of adequate parallel capacity.
- How does the “local system” fit into this picture? Participants expressed concern about pitting the local system against the state system.
- Projects, such as express lanes and reverse lanes, were mentioned and received a fair amount of attention from the group.

Facilitate Goods Movement

- Rewrite the state highway design protocols and procedures. They are out-of-date. The state could save a lot of money on construction dollars.
- Under this strategy, participants would like to see an increase in rail capacity and use.
- The participants felt very strongly that this strategy was closely related to the Optimize Capacity strategy.

Promote Economic Development, Tourism, and Jobs

- “Promote Economic Development, Tourism and Jobs” should be amended to read “Promote Economic Development, Tourism, Jobs and *Air Quality*.”
- Rethink where developers are building; look at the repercussions on building on agricultural land, versus range land.
- Promote voluntary “blue print” efforts such as the one discussed in Director Kempton’s speech.

ADDED: Incident Management

- Participants believe that improved incident management is needed to achieve the goals of *GoCalifornia*.

ADDED: Manage the Local System

- Need to recognize that there are many local roads that function like state highways.
- Participants wished to dispel the myth of “on-system” vs. “off-system” traffic. The local participants see only one statewide system.
- Expand and Improve Multimodal Transfer Facilities/Expand Transit Services
- Participants believe that *GoCalifornia* focuses only on the state highway system and leaves the local system out of the picture. They don’t see how they “fit in.”
- Participants felt strongly that congestion begins locally before it hits the state highway system and that more money spent on the local system would yield higher benefits. If the local system was driver-friendly, travelers may choose not to use the highways.

ADDED: Implement Stable Funding Source

- Get local roads out of the STIP. Local roads are being ignored. Need a stable funding source for local roads.

- Lack of funding is more than just funding for roads. Local government lacks staff to plan for mobility needs.
- It is hard to convince local politicians to fund Strategy #1 (Improve Key...); need State-Local Partnership.
- Implement a SHS Development Impact Fee (like for schools). The counties could collect money for the State.

ADDED: Shift Planning Paradigm

- Rollout Early Consultation Pilot: UPlan Project (Tri-Counties) UC Davis, + Caltrans + Planning Agencies; IGR MOU working on how to work together better.
- Provide visionary tools for key county/city decision makers.
- Consider Merced Model. Set vision and then remove regulations/barriers.
- Plan right before growth becomes a problem. Make plans available for wider circulation.

Task 4 – Prioritize Mobility Strategies – Individuals were given six votes each (3 short term priority votes and 3 long term priority votes).

Group Prioritization Results Tally – Jackson

Strategy	Term	Group 1	Group 2	Group 3	Total	Combined Total
Improve Key Inter-Regional Routes	ST	0	0	6	6	37
	LT	7	16	8	31	
Optimize and Add Capacity (I-5 and I-80)	ST	17	0	2	19	39
	LT	13	7	0	20	
Facilitate Goods Movement	ST	3	0	2	5	25
	LT	12	5	3	20	
Promote Economic Development, Tourism and Jobs	ST	5	12	13	30	43
	LT	2	2	9	13	
*Improve Incident Management and Traffic Control	ST	6	n/a	n/a	6	6
	LT	0	n/a	n/a	0	
*Revamp Tax Structure and Funding Strategies.	ST	n/a	19	3	22	37
	LT	n/a	6	9	15	
*Ensure Adequate Aggregate Resources	ST	n/a	8	n/a	8	11
	LT	n/a	3	n/a	3	
*Manage Local System.	ST	10	n/a	n/a	10	13
	LT	3	n/a	n/a	3	
*Expand/Improve Multi-Modal Transportation	ST	1	n/a	n/a	1	6
	LT	5	n/a	n/a	5	
*Change Transportation Planning Process and Structure	ST	n/a	n/a	13	13	17
	LT	n/a	n/a	4	4	

Additional Local Projects Discussed

- Highway 120, 108; moving raw materials to market.
- Highway 88 – is overflow for 50; and a bypass for 80.
- Highway 49, 395 (a North – South); and an unnamed route that will become a trans-Sierra route.

GoCalifornia Regional Workshop #3

Region: North State, Mountain and Eastern Sierras

Location: Redding, CA

Date: October 13, 2005

Task 1 - What is your impression of the GoCalifornia Pyramid?

- In small rural counties, maintenance and preservation of local roads is critically important; not just state highways.
- The pyramid's layers should reflect a seamless system.
- The pyramid represents a good foundation for prioritizing transportation initiatives.
- There is a danger in only funding those items at the bottom layers.
- We need to invest in new capacity regardless of the priorities.
- Public safety should be given a higher priority.
- Maintenance and preservation of local streets and roads needs to be included.
- The *GoCalifornia* initiative is much larger than the STIP; we need to build on what's already been identified as priorities.
- Local governments are responsible for smart land use strategies; what incentives (carrots and sticks) does *GoCalifornia* plan to use to influence smart land use decisions.
- Need incentives for land developers to support smart growth decisions at the local level.
- Good preservation of the current system is going to be key.
- The advocacy role of the community is going to be critical in moving forward.

Task 2 – What does “mobility” mean to your region?

- Events, holidays, and recreational travel impacts congestion on weekends and periods other than commuting hours.
- Rural highways may not slow to less than 35 MPH. But it is considered frustrating. Leads to safety problems.
- We need dependable travel times for motorists.
- Seasonal factors: snow removal, slides, washouts, and route closures all impact mobility.
- Road design has an impact on mobility in rural areas.
- Lose the word “commute” from the mobility definition presented.
- Congestion is relative to the region and the 35 MPH standard doesn't apply to some areas of the state.
- Instead of “35 MPH” as the standard, change to “reduced speeds, under the posted limits”.
- There are areas where expansion is not an option (rural roads). Need to look at alternative routes that can be expanded.
- Need flexibility and streaming in transportation spending authority to maximize the investment in local roads.
- Need better ITS in rural communities to provide accurate information on local roads.
- Delegate financial approval to the districts for small projects to increase project completion timeliness (and cost savings).

- Invest in incident command and traffic control communication equipment/technology.

Tasks 3 – Discuss the short-term and long-term strategies necessary to improve mobility in your area?

- Unstable funding is a challenge to improving mobility in rural areas.
- The environmental review processes impedes timely implementation of new roadway projects.
- Need to look at corridor capacity and planning issues before growth becomes a problem.
- Putting major highways through historic areas/towns is a challenge.
- Need to understand the challenges presented in the mountainous regions of the state (mountain passes, chain control, detours, closures, etc.).
- Improving ITS will improve goods movement through rural areas.
- There are physical as well as weather constraints that need to be addressed in rural mountainous regions in regards to construction.

Improve Key Interregional Routes

- Include high emphasis Interregional Routes (IRR).
- Includes focus routes as well.
- Increase truck climbing lanes and improve road shoulders.
- Safety is an issue on rural roads; they have higher injury rates than hwy accidents.

Optimize and Add Capacity on I-5 and I-80

- Improve demand management strategies; take traffic off the system.
- Make sure that I-5 includes improvements from Sacramento north to the border.
- Improve sub-standard focus routes.

Facilitate Goods Movement

- Emphasize what goods movement means in rural regions: farm to market, raw materials to processing and distribution of finished goods to rural areas for consumption.
- Improve focus routes to meet STAA standards.

Promote Economic Development, Tourism, and Jobs

- Aggregate is increasingly unavailable in urban areas. Harvesting aggregate in rural areas and shipping it out increases the cost and transportation to urban areas.
- *GoCalifornia* will increase demand on supply.
- Improve focus routes to meet STAA standards.

Added Strategies

- **ADDED:** Maintain Quality of Life.
- **ADDED:** System Preservation.
- **ADDED:** System Preventative Maintenance.
- **ADDED:** Multimodal –transit, bikes, pedestrians.

Task 4 – Prioritize Mobility Strategies – Individuals were given six votes each (3 short term priority votes and 3 long term priority votes).

Group Prioritization Results Tally - Redding					
Strategy	Term	Group 1	Group 2	Total	Combined Total
Improve Key Inter-Regional Routes	ST	6	6	12	26
	LT	9	5	14	
Optimize and Add Capacity (I-5 and I-80)	ST	4	6	10	23
	LT	6	7	13	
Facilitate Goods Movement	ST	3	5	8	25
	LT	7	10	17	
Promote Economic Development, Tourism and Jobs	ST	5	0	5	9
	LT	1	3	4	
* Improve Incident Management and Traffic Control	ST	n/a	6	6	10
	LT	n/a	4	4	
*Revamp Tax Structure and Funding Strategies	ST	n/a	6	6	10
	LT	n/a	4	4	
*Improve Public Transportation	ST	n/a	1	1	2
	LT	n/a	1	1	
*Maintain Quality of Life	ST	5	n/a	5	10
	LT	5	n/a	5	
*System Preservation	ST	10	n/a	10	13
	LT	3	n/a	3	
*System Preventative Maintenance	ST	0	n/a	0	2
	LT	2	n/a	2	
*Multimodal-transit, bikes, pedestrians	ST	3	n/a	3	6
	LT	3	n/a	3	

Parking Lot Issues

- All strategies are interrelated and interdependent to achieving *GoCalifornia's* goals.
- The *GoCalifornia* "system" should include local road systems too.
- Preventative maintenance takes far less time overall and reduces the amount of time a route is out of service.
- Presentation does not include I-5 expansion projects.
- Emphasize importance of land use planning in all aspects of regional transportation planning.

Additional Local Projects Discussed

- Correct safety issues on Hwy 299 in Shasta County, Humboldt and Trinity counties.
- Improve principle arterial through Lake County.
- Improve Highway 101 through Mendocino including the Hopland Bypass and Willits Bypass.
- Look at Del Norte Hwy 199 for improving goods movement through the region.
- Red Bluff to Redding. High growth require more lanes on I-5 (Anderson, Cottonwood)
- Allowing STAA truck traffic in Humboldt County (299, 199, 44, 101).
- Increase port development in Eureka to facilitate better goods movement throughout CA.
- Expand the Stillwater freeway.
- Hwy 44 improvement/expansion.
- Improve Hwy 70 corridor between Chico, Sacramento and Butte counties.
- Improve Hwy 72 in Plumas County (it's an important alternative route).
- Increase capacity on the connection of Hwy 99 through Chico to Red Bluff.
- Increase capacity on Hwy 299 (Redding to Eureka) through Weaverville.
- Improve the truck climbing lanes on the I-5 Canyon from Red Bluff, north.
- Increase capacity on Hwy 36 west from Red Bluff to Fortuna.
- Increase capacity on Hwy 35 east from Red Bluff to Reno.

GoCalifornia Regional Workshop #4

Region: *The Central Coast Region*

Location: *San Luis Obispo, CA*

Date: *October 19, 2005*

Task 1 - What is your impression of the GoCalifornia Pyramid?

- How will the pyramid be applied regionally and how will it affect funding priorities?
- The funding strategies for *GoCalifornia* have to happen in parallel to be successful.
- The challenge will be achieving system completion, especially in the central coast region.
- Regional agencies spend a lot of time gathering data, therefore better ITS systems will help smaller agencies collect and disseminate better data (which will save money).
- Need to include air quality goals.
- Would like to see more costing/dollars associated with each level of the pyramid.
- Need to look at incentives and the advantages of spending verses savings.
- This 10-year vision is 10 years behind the times.
- CTC and SHOP criteria need to be looked at and addressed with regards to the *GoCalifornia* vision.
- Funding drives decision making, therefore maintenance and preservation projects are easier to get funded than major capital improvement projects.
- ITS is the largest portion of the pyramid. What are the measures to show why it's such an important focus? Who will be responsible for ITS?
- Provide more information about ITS and what are the proposed ITS solutions.
- ITS isn't applicable in all transit applications.
- Why is ITS such a large component of the pyramid/strategy?
- Why isn't "safety" a part of the pyramid? Funding for safety is currently a black hole. There are no reliable sources for safety funding.
- CTC funding priorities aren't consistent with the pyramid. How does Caltrans/BTH plan to address this?
- The top of the pyramid appears to be the highest priority.
- The focus of the pyramid is on the highway system; there is no focus on local roads. Need more emphasis on local systems.
- The pyramid is predicated on reactionary decisions. Need to make critical land decisions a priority.
- The pyramid covers everything. Concerned about CTC funding may be contrary to what is shown. Concerns that Caltrans/BTH will never be able to "operationalize" the pyramid.
- There's an emphasis on capacity, when interchange improvement is the real issue, which is neither operational improvements nor system completion. It isn't a local road or highway issue.
- The vision is very good. It's in implementation where things fall apart. The state and local governments need to work together to achieve this vision.
- Non-car alternative transport expansion should be more clearly spelled out.
- In order to achieve this vision, we need completion of local arterial system and frontage roads.
- Trains and lanes should be at the same level as roads. (SB 101 in motion)

- Instead of top pyramid level...change name to “transportation system” versus just highways. Or, change it to “mobility system.”
- Concern that the top of the pyramid is the last thing funded. There is a disconnect between the CTC and the *GoCalifornia* vision.
- Having the base be “maintenance and preservation” is good. This will save money and achieve better return on investment (ROI).
- Land use is the 900-pound gorilla. It will require legislation for real change/implementation.
- The length of time to permit/source aggregate materials is approximately ten years. The price of materials, cost to transport, and local opposition all result in increased costs. The state needs multiple local sources of aggregate resources.

Task 2 – What does “mobility” mean to your region?

- The 35 MPH performance metric doesn’t make sense for smaller, non-urban areas.
- Travel time reliability should be the measure not just the speed in which you are moving.
- Smart land use is an important factor for mobility in this region. What approach will Caltrans use to support local planning decisions? What kind of incentives or disincentives will be available to developers?
- Providing a good local source of aggregate materials and raw resources is critical to building roads and improving mobility.
- Need for Fish and Game and other conservation agencies to work with locals smart land use planning.
- Suburban transportation is only looked at in the most traditional way (roads). We need to look at other multi-modal types of transportation for the suburbs too.
- The “blueprint” is a positive first step in addressing better mobility for communities.
- There is a jobs/housing imbalance that needs to be addressed in order to achieve better mobility in the future.
- Employers need to be brought into the process to help improve commuter and work-related transportation issues (including peak hours).
- Driver behavior needs to be better understood in order to effect real change and decrease congestion on the highways during peak driving hours.
- Highway 1 doesn’t fit the mobility definition presented. You can’t go any faster than 35 MPH on Hwy 1 because of the curves.
- This definition doesn’t recognize seasonal and weekend congestion due to tourism.
- In Pismo Beach there is a severe crunch due to constant recreational traffic. We need to rely on other forms of transportation to alleviate this problem.
- Consider off-system alternatives to improve mobility.
- In Santa Barbara and Santa Cruz delays of 15 minutes or longer would be awesome. Now, some delays exceed hours.
- For SLO the definition of mobility is applicable.
- This definition applies to state highways. We need a different measure for local systems. For example, there should be a performance measure for signalized intersections.
- In Monterey the second biggest business behind agriculture is tourism. Weekend trips are a big part of the congestion problem.
- Eliminate the word “commute” from the definition. There is congestion resulting from tourism, people taking kids to school, etc.

- Consider measuring ridership levels. Congestion isn't the issue, efficiency and accessibility is.
- Need better long distance rail travel; people are concerned about delays, travel time, and percentage on-time.
- The transportation system should be predictable and reliable. There should be better access to information (ITS) to guide travel/driver decisions.

Tasks 3 – Discuss the short-term and long-term strategies necessary to improve mobility in your area?
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Close System Gaps

- Need intercity rail service connecting Bay Area and Los Angeles.
- Close public transit gaps. Improve connectivity between cities and systems.
- Expand/improve connectors/interchanges between local and state systems.
- Lack of connections between local and state systems impact communities.
- Need to connect to a truly multi-modal system.
- There are congestion relief gaps that cause safety concerns (e.g., highway 156 and highway 46 east).
- It is too limiting to consider this strategy applicable to freeways only.
- Overall operational improvements (should be its own strategy).
- Intercity rail (from LA to SF) should be built. There is a gap from SLO to SF.
- There are gaps in the rail system from Oxnard to Santa Barbara that hinder mobility.
- Increasing alternatives should be a priority. Complete the bike path system, arterial, HOV, park and ride, and rail systems.
- Provide information to the public on alternative modes and routes. Make it available in Spanish too.
- Move forward with ITS using cameras.
- Airports also contribute to the gaps in mobility. Flying from SLO to Sacramento is not achievable. Flights are not available and they are expensive.
- We need more GPS triggered route management systems.
- Develop a 511 voice activated system to provide information about routes and conditions to drivers.
- Revive intercity buses (e.g., Greyhound has cased service on some points on the Central Coast.
- Improve money for safe routes to school to help reduce the need for parents to drive kids to school. Fewer cars during morning peak commute.
- Address alternative fuel solutions.

Improve East/West Connector Highways

- Optimizing the E/W connector Highways will greatly increase goods movement throughout the region and state.
- The need to add capacity depends if you're in an urban or rural area.
- Must be careful not to "over build" capacity.
- Air quality needs to be an important consideration when adding capacity.
- Need to improve the East/West corridors as well and the North/South routes.
- Improve Highway 46 east to I-5.
- Need to improve county roads connecting highway 101 to highway 1.
- Need improvements to Santa Maria River Bridge and 166 to prevent future bottlenecks.

- Interchanges to main corridors need to be built. There are bottlenecks and opposition to these projects locally/regionally.
- Barriers to these projects include funding, regulations, and community opposition. Communities are concerned about toxicity, increased congestion, and traffic spillover.
- Need more/better connectors from highway to highway.
- Improve interchanges at state route-to-state route connections/junctions.

Foster Efficient Land Use

- Land use decision impact inter-regional routes. Must look at land use decision across jurisdictions and boundaries.
- Regions must work together to plan for development and growth.
- This is critically important where rural regions and urban regions have competing interests.
- Local resistance to big developments is a common challenge.
- Develop carrots (e.g., money) rather than sticks as incentives for efficient development.
- Land use needs to be analyzed as an economic model. Developers and individuals want better return on investment. Find ways to encourage people to live in transit-oriented developments.
- How do we control sprawl and improve transportation simultaneously?
- We need to consider access from the street in design standards for big developments.
- Think vertically – parking structures and underground rail systems.
- Need more coordination between inter-system transit systems.
- State can help fund regional transit (e.g., feeder buses) around which to build hubs/nodes.
- Address jobs/housing imbalance.
- Provide incentives and education to businesses, communities and commuters.
- Develop incentives to build up downtowns, in-fill sites and mixed use facilities.
- Financial incentives might include road impact fees and tax incentives. The property and sales tax structures need modification.
- Increased density seen as negative by some communities. Identify impacts and mitigate density issues.
- Preserving open space should be a priority.
- Fostering efficient land use will require legislation at the state level.

Encourage Collaboration

- Collaboration of local governments will work better with the assistance of the regional office.
- Need incentives to help planning agencies find mutual best interests.
- Need to identify new ways of working together; the old ways haven't worked in the past.
- Highlight the importance of Mobility Centers to help with trip planning. We need more 511 systems and Transitlink fare cards.
- Need subsidies for local bus service.
- Give funding priorities to localities that are collaborating with one another.
- Redevelopment agencies should have a role in coordinating transportation solutions.
- An obstacle to improving rail service is Union Pacific who owns the rails. There is no state control.
- Why do Santa Cruz and the Bay Area have two different planning organizations?

- For improved collaboration, County of SLO is looking to accelerate PSR approval leading to phased improvements that can be done by encroachment permit. However, encroachment permit limit is only \$1 million. Need to change limit to \$5 million+ so local agency and conditions on development can build timely and cost effectively.
- Streamline project study report process. It is too cumbersome and takes 2 to 4 years.
- Expand encroachment permit limit for incremental/phased interchange improvements.
- Allow right-of-way purchase earlier versus after PAED.

Added Strategies

ADDED: Overall Operational Improvements

- These provide the most "bang for the buck."
- Interchanges are critically important.
- Freeway operational improvements i.e., auxiliary lanes, on/off ramps, ramp metering.
- Frontage and parallel roads.
- Express bus system and Park and Ride lots.
- Synchronized signals.
- Expanded turn-off opportunities especially on mountain roads.

ADDED: Streamline and Stabilize Funding Sources

- Funding sources need to be more stable in order to plan for long term improvement projects.
- Not fully funding projects (e.g. interchanges) can put the whole project in jeopardy.
- We need to maximize our investment and streamline the funding and contracting processes.

ADDED: Improve Goods Movement

- Support agricultural goods movement – 101 corridor / airport -101.

ADDED: Improve Safety

- Fund safety projects – Salinas Road/SR1, U.S. 101 – Prunedale.

ADDED: Educate and Market Alternate Modes of Transportation

ADDED: Make Air Travel A Component of *GoCalifornia*

Task 4 – Prioritize Mobility Strategies – Individuals were given six votes each (3 short term priority votes and 3 long term priority votes).

Group Prioritization Results Tally - San Luis Obispo						
Strategy	Term	Group 1	Group 2	Group 3	Total	Combined Total
Close System Gaps	ST	13	2	8	23	55
	LT	8	12	12	32	
Improve East/West Connector Highways	ST	9	7	3	19	44
	LT	11	11	3	25	
Foster Efficient Land Use	ST	7	3	4	14	54
	LT	13	16	11	40	
Encourage Collaboration	ST	5	9	14	28	53
	LT	11	2	12	25	
*Streamline and Stabilize Funding Sources	ST	23	n/a	n/a	23	37
	LT	14	n/a	n/a	14	
*Facilitate Overall Operational Improvements	ST	n/a	18	n/a	18	19
	LT	n/a	1	n/a	1	
*Improve Goods Movement	ST	n/a	n/a	0	0	2
	LT	n/a	n/a	2	2	
*Improve Safety	ST	n/a	n/a	2	2	2
	LT	n/a	n/a	0	0	
*Educate/Market Alternative Modes of Transportation	ST	n/a	n/a	7	7	9
	LT	n/a	n/a	2	2	
*Make Air Travel A Component of <i>GoCalifornia</i>	ST	n/a	n/a	3	3	4
	LT	n/a	n/a	1	1	

Additional Discussion or Parking Lot Issues

- How these strategies will be funded is a major question that needs to be answered once the priorities for *GoCalifornia* have been established.
- Protect designated scenic by-ways from safety improvements that detract from the aesthetics. Develop context-sensitive designs in conjunction with local agencies.
- How will *GoCalifornia* influence the criteria/processes used by the CTC and the SHOP.
- When building out the HOV system it is essential to incorporate Park and Ride and transit stops.
- Tier 1 analysis of access and feasibility needs to be included early in the design for highway improvements.

- Bike and pedestrian paths are critical in communities where tourism is an important factor.
- Solving congestion isn't only a government problem. We need to look towards businesses and communities for their support.
- Businesses need to be involved in the planning process; put more jobs where people live.
- Good air quality is often at the expense of increased goods movement/traffic.

Project Discussion

- Expand/improve Highway 46 West and Highway 101 and its interchanges.
- Improve roadways and interchanges in the Nipomo area.
- Improve interchanges in the whole central coast region.
- Build dual-rail from San Luis Obispo to Ventura with spokes in Santa Maria and Lompoc.
- Continue East/West improvements and tie existing roads. For example, tie Hwy 58 in Bakersfield to I-40.
- Improve Hwy 166 in Santa Maria to Kern County (passing lanes and 4 lanes).
- Upgrade Hwy 156; improve the East/West corridor.
- Improve rail service into/out of Monterey and San Luis Obispo counties.
- Improve regional rail and bus services.
- Expand Hwy 246.
- Improve the North/South corridor; continuation of 118 inland and the Santa Ynez range to 101.
- Increase lanes for major roads/highways in San Luis Obispo and Santa Barbara counties.
- Improve the schedule for the Amtrak Surfliner train to the central coast region.
- Agriculture goods movement – 101 corridor; airport/101.
- Fund safety projects – Salinas Road/SR 1 and U.S. 101-Prunedale
- Improve Highway 46 to 101 to 5, 41 and 166.
- Improve Highway 156 (East/West connector).
- Improve Highways 101 and 46 to better connect San Francisco and Los Angeles (and points in between) to improve goods movement.
- Improve Highway 118 (North – South).
- Expand Highway 33 Ojai to 101.

GoCalifornia Regional Workshop #5

Region: *The Central Valley Region*

Location: *Fresno, CA*

Date: *October 20, 2005*

Task 1 - What is your impression of the GoCalifornia Pyramid?

- How will smart land use planning decisions be incorporated into effort? Through partnerships with the state at local and regional levels.
- The “blue print strategy” will encourage localities to compare various growth scenarios with transportation impacts.
- Need strategies to convince local elected officials to buy into state process and plans.
- Caltrans needs to promote, support and encourage localities by extending incentives or “carrots”. Carrots may include expedited project delivery for projects that encourage environmental improvements.
- Example of smart land use issues at local level: On 99 through Tulare, local decision makers wouldn’t ask for right of way without a ‘blueprint’ first. Local decision makers need a statewide blue print to illustrate and justify the need for their decisions.
- 41 North to Ave 12. Planning for corridor development, width and number of lanes completed but development is not yet under way.
- Safety should be included as a section of the pyramid.
- Emphasis on smart land use requires strong partnership with local decision-makers, something we haven’t seen in the past.
- Including a safety layer could help with the promoting the pyramid.
- Land use is in the right place on the pyramid. Everything else depends on it. But efficient land use requires partnerships, there are no mandates.
- Very little state money flows to localities for planning. Need funding as incentives to tie planning to transportation.
- *GoCalifornia* will be “Stop California” if environmental impacts aren’t addressed. Environmental impacts must be part of the initiative.
- Alternate modes of transportation (not cars/trucks) need to be more prominent.
- It’s a ten-year plan, but there are no intermediate timelines; need milestones and a plan.
- The pyramid is a very good speaking tool for engaging and educating different parties.
- The pyramid needs to address the resources/materials (aggregate) needed to build the proposed solutions.
- The State should conduct a market evaluation of world markets and building costs.
- Add to the Pyramid short-range shipping as an alternative (ship goods between ports, rather than truck them over roads).
- There is a disconnect between the *GoCalifornia* vision and its implementation (i.e., funding sources, legislation, community support, etc.).

Task 2 – What does “mobility” mean to your region?

- Definition of congestion presented sounds acceptable to some.
- Others see it as an appropriate measure for metro/urban areas but don't want to wait until it gets that bad in Central Valley to make improvements/changes.
- Movement through Altamonte pass is highly problematic. I-580 improvements are capped. Capital corridor is making improvements but goods movement is still suffering.
- Need enhanced use of railways going east/west.
- Travel on rural state highways not safe for goods movement. For example, a major Wal-Mart distribution center in Porterville uses a 2-lane hwy (65) to move goods.
- Placer County one of fastest growing counties in the state, but there has been no upgrades of routes between Sacramento and Placer counties. Expansion of growth occurring without attending transportation improvements.
- Cooperation with railroads is key to improving mobility. Upgrade and completion of east/west routes.
- In Bakersfield there is an over utilization of local roads. Local infrastructure not strong enough to be used as a shortcut and connector. Creates quality of life and air quality issues.
- Environmental issues are a consideration when widening the highways often means purchasing land with environmental hazards and cleaning up the site.
- Congestion also creates safety issues.
- Change definition to 50 – 60 MPH; or, 10 – 15 miles below posted speed limits to make it more meaningful.
- Transitions from freeway to freeway are terrible and add to congestion.
- Exit ramps back up and create bottlenecks.
- The definition doesn't take into account urban versus rural differences.
- Pollution is an issue with slow truck speeds. Air quality needs to be a consideration.
- Congestion doesn't exist in Merced. Five minutes or longer is congestion.
- Commuting to the Bay Area from the Central Valley – acceptable delay time is relative to the starting point. A 15 minute delay in Turlock is unacceptable. A 15 minute delay in Livermore is normal.
- Need to consider recurring vs. non-recurring congestion.
- It's frustrating for drivers when it takes too long on and off-ramp because the off-ramp is poorly designed (e.g., Stanford, Palmdale, Briggsmore).
- Heavy truck traffic on two lanes “feels” more congested even if it meets the definition.
- Interchanges along with truck traffic “feels” more congested (e.g., merging onto 99 cross-town 4 in Stockton; 4 to I-5 as well).
- Too much weaving with mixed/truck traffic is huge safety issue.
- Need more space between interchanges.
- Not applicable to city streets and arterials; need to look at delay time verses speed.
- Re-sequencing of stop lights is a good solution.
- State highways congestion is caused in part by lots of intersection control problems.
- Need to consider other types of facilities (other than highways).

Tasks 3 – Discuss the short-term and long-term strategies necessary to improve mobility in your area?**Upgrade SR 99 to Highway Standards**

- Make sure interchange improvements are addressed at same time as highway lane widening. Some interchanges on 99 are the oldest in the state.
- Tulare has 6 interchanges on 99. Each is designed differently. Need consistency in interchange design and build.
- Interchange improvements seen by Caltrans as a local issue but localities don't have access to the capital needed to address them properly.
- Need for recognition of physical constraints in bringing improvements up to code.
- Local infrastructure needs to be considered as improvement projects are developed.
- Need to maintain and improve signage throughout highway system.
- Look at the potential for alternative transit (e.g. rail) inside the right of way.
- Negotiate interstate designations.
- Forward thinking is important in designing solutions.
- Six lanes in rural areas, 8 – 10 lanes in urban would improve mobility.
- Replace interchanges that are out-of-date or inadequate by current standards.
- A complementary frontage road system would decrease congestion (would need local support).
- Should include widening.
- Applies to bridges – raising elevation.
- Upgrades cause consequences to drivers – detours.
- Folks in smaller communities have to take major detours – there are arterial impacts, need to upgrade parallel facilities as well.
- Interchange upgrades are critical when upgrading SR99.

Facilitate Goods Movement

- Recognize that state highways are not always the best routes for goods movement.
- The loudest voices get heard (e.g. southern region is very present – the ten ton gorilla).
- Farm to market roads need massive improvements.
- Better rail connections are needed in small towns. Rail right of ways are not being preserved.
- Interchange improvements also important for goods movement in the Central Valley.
- Need to develop more inter-modal facilities. Work on improving railway to truck facilities. Too many dead-head trips where there are no inter-modal systems. New facilities could reduce dead head trips and improve goods-to-market productivity.
- Rail infrastructure – more building materials will be coming in on rail. Need to complete rail infrastructure to get building materials to where they are needed.
- Inland ports need to have more rail connectivity to keep congestion away from pacific ports.
- North-south goods movement should have same priority as port congestion. Can't solve one problem without solving the other.
- Top 10 goods movement companies should be at the table, not just Target.
- National representatives should be at the table too; they need to recognize the national economic impact of goods movement in California.
- Air freight should be considered – higher value verses higher volume (ships).

- Consider impact of Internet purchases. Creating many more delivery trucks on residential streets. Study the impact – is it creating more or less congestion than all of those shoppers going to the mall.
- Impact of trucks coming out of distribution facilities into local communities.
- There has been no planning for agricultural goods movement (farm-to-highway-to warehouse), which has a high impact on mobility. Look to GIS mapping for trucks. Need better design of surface streets for trucks.
- Need more east/west focus routes for agricultural goods movement.
- Better rail solutions need to be sought for improving goods movement.
- There doesn't current exist a good alternative to trucking for goods movement.

Upgrade East/West Focus Routes

- Improve SR 58n to I-5.
- Improve SR 198 to Tulare County. Major east west crossing there. Connects to army base so it includes some homeland security issues.
- Improve Hwy 152 in Los Banos.
- Improve I-580 Oakland to Stockton.
- Improve Highways 99, 41 and 168 where more east-to-west connections are needed.
- Improve SR 46 between 99 and 101.
- Expand Hwy 126 in Ventura.
- Public purchase of right of ways for rail service.
- Need to upgrade rail service into/out of the Central Valley.
- Huge land use issues (e.g., 132 upgrade is encouraging development). Need to facilitate transportation, not sprawl.
- Upgrade trans-sierra routes.
- There are no good E/W routes through the middle of the state.
- Agriculture and associated businesses is the main employer for five core counties in the Central Valley. In order to sustain this industry, there must be good farm-to-market routes.
- It is a problem that funding is contingent on existing economic situations versus future economic development.
- Improvements not only benefit the Central Valley but will ultimately enhance Bay Area and Los Angeles mobility too.
- Need to balance North-South corridors with East/West focus routes.

Foster Efficient Land Use

- Need to create a bonus system for developers to encourage smart land use.
- Encourage local community members to place pressure on developers.
- Consider mitigation fees for new development that can be offset by smart growth decisions.
- Make aggregate resources available at source by changing permitting rules/processes and restrictions.
- Include creation of access to recycled materials.
- General plans are too easy to change. Need to protect them. Include more participation from citizens and developers in creating community general plans.
- Rational land use overlay across 8 counties along 5 (related to 8-County Blueprint)
- Approximately 77 cities in Central Valley. Need to communicate/work with local officials (similar to the way the air district works).
- If we don't focus on air quality issues it will choke economic development in the Valley.
- Incorporate smart growth principles into general plans and transportation plans.

- Local development is happening right up to the transportation corridor. Need to preserve land along the corridor for future use.
- Urban areas (like the Bay Area) are in conflict with agricultural and rural land for future development (homes), which has a major impact on mobility and traffic.
- Focus development in existing areas (in-fill projects).
- Educate drivers that it's o.k. to drive slowly sometimes.
- Work with the business community to make jobs available where people live.
- Better integrate land use planning with transportation planning.
- What's in it for the farmers not to sell their land for development (big bucks)?
- Caltrans must be vigilant in reviewing general plans – provide input and incentives regarding efficient transportation solutions to avoid future congestion.

Encourage Collaboration

- Need additional partnering with private industry.
- More inter-county collaboration needed regarding development of community 'blue-prints'.
- More partnering with National Hwy Administration.
- All levels of local government need to cooperate in planning to ensure effective coordination.
- Need to include city and county decision-makers.
- Consider geographic challenges in the design and building processes.
- Need to educate city councils about wider impacts and mutual benefits.
- No comprehensive statewide transportation plan. Locals need to sort through a lot of information and priorities and devise their own plans.
- Continue grants for those who collaborate (e.g., 8 county COG blueprint).
- Goods movement between the states and Mexico is important and needs to be addressed.
- The group felt their comments were covered by the discussion on Foster Efficient Land Use and Develop Regional Growth Strategies.

Develop Regional Growth Strategies

- Local roads and expressways throughout the region need to work together.
- Locals need to recognize that state and feds can't always supply the funding. Need to look at tax strategies and better use of developer fees.
- Kern County: Have east/west flow problem. SR 58 is extension of interstate 40. It is one of two major entries from the east. Needs truck lanes and other improvements.
- There is need for more development of east the I-58 extension from Hwy 99 to I-5.
- Need to increase access to Hwy 99 in Merced County.
- Develop advisory boards to provide information for decision making (like COGS).
- Persuade local officials and help them develop the courage to take a stand against poor regional growth strategies.
- Use air quality standards as leverage regarding transportation and land use.
- Provide information and use modeling to paint a picture of the future environment to help communities make smarter decisions.
- The communities and regions need to work in concert with one another.
- The San Joaquin Valley just passed 9 regional growth strategies.
- Plan transportation proactively rather than reactively.

Added Strategies

ADDED: Develop Innovative Approaches to Planning and Implementation

- The current implementation approaches will not work for these new *GoCalifornia* strategies.

ADDED: Develop and Implement Practical Standards

- Caltrans standards are currently based on ideal situations but they need to be more reality focused and based on real-world situations (e.g. the real cost of materials today has increased over Caltrans estimating figures).

ADDED: Create Stable Funding Sources

- Get more international funding and investment from China to facilitate goods movement.
- Proposition 42, eliminate the exit language.

Task 4 – Prioritize Mobility Strategies – Individuals were given six votes each (3 short term priority votes and 3 long term priority votes).

Group Prioritization Results Tally - Fresno						
Strategy	Term	Group 1	Group 2	Group 3	Total	Combined Total
Upgrade SR 99 to Freeway	ST	12	11	5	28	37
	LT	4	3	2	9	
Facilitate Goods Movement	ST	7	1	2	10	17
	LT	2	2	3	7	
Upgrade East/West Focus Routes	ST	11	5	2	18	33
	LT	2	6	7	15	
Foster Efficient Land Use	ST	2	5	7	14	35
	LT	10	4	7	21	
Encourage Collaboration	ST	0	1	3	4	20
	LT	12	0	4	16	
Develop Regional Growth Strategies	ST	4	3	4	11	30
	LT	4	10	5	19	
*Create Stable Funding Sources	ST	n/a	1	n/a	1	3
	LT	n/a	2	n/a	2	
*Develop Innovative Approaches to Planning and Implementation	ST	n/a	n/a	3	3	3
	LT	n/a	n/a	0	0	
*Develop and Implement Practical Standards	ST	n/a	n/a	3	3	3
	LT	n/a	n/a	0	0	

Parking Lot Issues

- What are the costs associated with implementing all of these strategies.
- There are huge right-of-way costs associated with this initiative,
- Locals are always looking for revenue streams. Are there any new funding streams associated with *GoCalifornia*?
- In order to achieve the *GoCalifornia* vision, and to deal with local officials who haven't the courage to tackle these issues, consider redistricting as a solution.

Additional Local Projects Discussed

- NAFTA trucks – misunderstanding that Mexican trucks not under state air quality standards.
- Expand/Improve Route 4 and Route 12 (military traffic between Tracy and Travis).

GoCalifornia Regional Workshop #6

Region: The Southern California Region

Location: Orange County, CA

Date: October 25, 2005

Task 1 - What is your impression of the GoCalifornia Pyramid?

- Should include local roads, bus improvements, and upgrades to transit corridors.
- Supervisory and decision making authority over the bus/rail continuum is a current challenge.
- The pyramid should include on-going ITS maintenance costs as well. System life-cycle costs must be considered.
- Regional blueprint grants are one way to help 'in-centivize' smart land use strategies.
- Include operating and replacement costs for transit systems as they age (depreciate).
- Nothing clearly calls out funding in the pyramid.
- The elements make sense, but what is the relationship between each of the layers?
- Show the funding related to each layer – funding availability, source, and amount.
- Doesn't show funding or the planning process.
- The process isn't the means – need leadership to articulate and create support.
- Would like to see a real, coherent plan, not just a list of projects.
- It suggests that GoCalifornia strategies are an endorsement of existing legislation.
- Land Use will require legislative changes to influence.
- Looks like a reasonable strategy, but where's the money? What's the "how"?
- What are the priorities?
- The presentation focused more on projects than the bottom layers – it was more top-heavy. How realistic is it to talk about big ticket items?
- The pyramid may be too detailed – It is too difficult to grasp the concepts in a short amount of time.
- A flow chart format would be more effective for representing the interrelation between strategies.
- Operational improvements should be categorized together with maintenance preservation.
- Need to explain what "ITS" is more thoroughly.
- Smart growth should be more primary. It needs to be considered earlier in the process – especially in terms of quality of life issues.

Task 2 – What does “mobility” mean to your region? Speeds of 35 MPH or Less During Peak Commute Periods Lasting 15 Min. or Longer

- Should include strategies for toll roads.
- Need to look at the number of people moving per hour not just how fast they are moving.
- Urban areas have more multi-modal choices so this standard doesn't apply.
- Peak periods are different in different locations.

- What about weekend traffic and non-peak periods?
- What about places where there are no peak periods or places where most of the day could be considered peak?
- Need to look at reliability of travel times and the variance between them; not peak times.
- This metric focuses only on road traffic, not other forms of transportation.
- Need to look at congestion on alternative routes when managing congestion on the state highway system.
- Pollution and air quality measures should be included in the metric.
- Important to know what portion of the congestion is related to truck traffic verses vehicle traffic?
- 'Hours of delay' could be another measure.
- Need to collect real-time data from the roadways to plan for congestion relief (ITS).
- The measure should be related to the speed in which the roads were designed for. Not all roads are designed for traffic to travel 65 MPH.
- Need to look at establishing reversible lanes like they have in some European counties to relive congestion in peak hours.
- Should develop non-peak hour strategies, like opening HOV lanes and shoulder access when needed.
- The threshold of 35 mph is a tough goal for this region. The odds for success are not great.
- The measure would be difficult to achieve on the arterials. A different measure is needed for arterials.
- Need to take out the phrase "peak commute periods." People in this region "commute" all day long. In addition, only 40% of all traffic is considered "commuting related."
- There are no "off-peak" hours or "reverse commute" on the freeways. New traffic patterns are created by industry on a regular basis (e.g. post 9 PM traffic at ports).
- The definition of mobility should include various modes of transportation (i.e., MetroLink), not just freeway commuting.
- The accessibility of a commute, including the distance between the points of origination and destination, (i.e. effective land use planning) should be considered as a measure of mobility.
- Definition of mobility should include a predictability of travel times and the ability for travelers to use technology to anticipate changes in travel times.
- It is not possible to have a "one size fits all" definition of mobility that addresses the different environments within one region.
- Why does it refer only to peak periods? What about weekends?
- Why only freeways? What about surface streets? Major local roads?
- Mobility should be measured by the number of people you can move along a corridor per hour.
- Congestion = level of service.
- They need a better way to say it so people will understand it.
- The definition should show a relationship between peak periods and free-flow.
- Talk about mobility in terms of time saved.
- Need to recognize that these are dynamic systems. A change in one component of the system (e.g., a new HOV lane) will change behavior; people will make choices. That change isn't static because there are other impacts to the larger system.

Tasks 3 – Discuss the short-term and long-term strategies necessary to improve mobility in your area?**Optimize Capacity Through System Management**

- Need to optimize what we have and make it better. Focus on maintenance of current roads and corridors for a better (ROI).
- The State and local communities need to be more forward thinking. Planning 10 years in the future is not enough.
- Planning for future capacity is based on expanding current assets; we need to look at other ways of meeting future capacity.
- Be careful not to 'over plan' for capacity.
- Look at longer-term financing strategies for funding future capacity.
- Build flexibility into the system for changes in operations over time.
- Need to fully fund system management and what it means.
- There is a knowledge gap in smaller cities. They don't have the skills or capacity to manage ITS.
- Needs to include all modes – signals, transit, Nextbus, parking.
- Region is currently designing ITS into its system. There are great opportunities for integrating ITS across systems.
- Need to make it accessible to all – not just through handheld electronic devices. People need to know about it.
- Once we give people the choice through ITS, they will choose the right mode. This will optimize capacity.
- People need real-time information before they get on the road/freeway.
- Need for public/private partnerships to provide and support the technology.
- Need to increase the consistency among system management tools (e.g. "1 car per green" at some on ramps and not at others).
- Need better signage.
- There is an opportunity for using incentives to move trucks and commuters to off-peak travel hours.
- It is politically "saleable" to utilize strategy of reaching 100% capacity of current system before widening highways or implementing major developments.

Facilitate Goods Movement

- Look at the differences between the needs for truck/rail and passenger travel.
- Develop strategies that incorporate local roads not just highways.
- Change goods movement away from peak commuter hours so they don't coincide.
- Goods movement is a huge issue in Southern California due to the huge amount of traffic generated from the LA/Long Beach ports.
- Community resistance to port growth will be a major challenge.
- It's not clear to the average citizen how goods movement benefits the region.
- It's not clear to the rest of the country how goods movement through this region benefits them.
- Funds generated from goods movement industry doesn't flow locally (e.g., customs fees).
- Industry hasn't been good neighbors; communities don't look positively toward them.
- Need for greater emphasis on more stringent air quality standards.

Opportunities

- Separate the roadway from the rail way. This strategy is key to increasing safety and improving the quality of life for residents.

- Public/private partnerships (e.g. private industry bonds).
- Using shuttle trains to move containers short distances (up to 60 mi. from ports) to inland warehouses.
- The creation of dedicated truck lanes from the Long Beach port to distribution centers.
- Need to increase industry stakeholder buy-in from giants like Target and Wal-Mart.

Challenges

- Current air quality impacts must be addressed and mitigated.
- Roadway traffic disruption.
- The cost of creating new infrastructure is the #1 challenge to resolving port traffic issues. The need to seize property would have serious impact on surrounding communities.
- Transportation projects regarding ports/goods movement contain less obvious benefits for residents. Difficult to secure resident buy-in.
- Competing interests of freight and passengers on railway systems. Additional congestion from rail haul (moving trash by rail) believed to be an issue in the near future.

Expand and Improve Multimodal Transfer Facilities/Expand Transit Services

- Need to include the safety of bicycle lanes, bicycle parking and equipping buses to carry bikes.
- Need to improve handicap standards at bus stations and bus stops.
- Need to simplify bus transfers across systems.
- Better linking between transfer corridors (first mile to last mile).
- Look at the non-discretionary rider and provide downloadable bus/train schedules (to handheld personal electronic devices).
- Plan and build more transit oriented housing developments around multi-modal transit services.
- Work with employers to encourage employees to use the transit system (discounts, incentives, etc.).
- There is a danger of unreasonable expectations for transit as a solution (it can't go everywhere!).
- Geographical/geopolitical/social challenges to multimodal transit in region.
- Make Transit 101 part of drivers education. People should be educated about public transportation options.
- Cost of expansion is tremendous. It's very difficult to find operating funds. Transit requires 65-75% subsidy.
- Where would we put additional buses?
- There are challenges with commuter rail – funding, community resistance, etc.
- Freight railroads own the rails. They don't want any more public transit on their system.
- Need faster environmental clearance for public transit.
- Focus on local transit connections on arterials. Need more connectors.
- Expand commuter buses with HOV lanes.

Opportunities

- Provide public additional education on how to use the public transportation system (e.g. how to buy tickets.) Make the ticket machines more intuitive, easier to use.
- Use GIS/GPS and Mapquest-like technologies to make it possible for riders to plan and integrate trip routes and modalities.
- Utilize individual marketing techniques (mail, surveys, follow up phone calls, trip planning, presentations at workplace) to increase ridership.

- Look at increasing door to door connectivity. Ensure that total trip time is reasonable and predictable.
- Increase the flexibility of service schedules on Metrolink to meet the needs of commuters throughout the day. Currently there is no mid-afternoon and evening service.
- Upgrade bus service (to look like Foothill transit model) in terms of amenities and comfort.
- Enhance comfort and amenities for commuters on blue and red lines. Add a business class that has table tops, fold-down trays for working etc (like trains).
- Gas prices are increasing the public's interest and willingness to use public transportation. Seize on this moment to do more public outreach to non-traditional riders.
- Place emphasis on bicycling and walking as transportation. Increase safety and support of these modes.
- Partner with non-transportation groups to build projects like water districts etc.

Challenges

- Public transportation associated with the lower classes. Large economic differences between bus riders and Metrolink riders.
- Need to combat the public's fear regarding the safety and the predictability of public transportation.
- Parking at Metrolink, Metrorail and all Park N Ride facilities insufficient. Cars spill over into neighborhoods and anger residents.
- Connectivity gaps between origin and destination in public transportation modes decreases potential ridership.

Foster Efficient Land Use

- Orange County is unique in that it has two major land owners in the transportation/land arena.
- Need to develop in-fill housing incentives along major transit corridors.
- Need to build affordable housing near jobs and optimize current roadways.
- Develop housing around rail and high speed bus routes encourage developers with zoning and legislative changes.
- Increasing sound barriers in high density areas will help attract housing and limit noise from bus/rail and vehicles.
- A challenge to smart land use planning is often public acceptance.
- OCTA provides planning grants to cities and counties as incentives to communities.
- The problems inherent with freight traffic verses commuter traffic are a challenge when designing high-occupancy communities.
- There are positive examples in Southern California that prove high-occupancy mixed use housing can translate to higher housing values.
- Use Caltrans' emanate domain authority to help municipal governments overcome local challenges.
- Need to publicize the success of positive transit/housing projects that currently exist.
- Encourage regentrification in areas near transit hubs/nodes.
- Government should encourage split shifts for workers to spread commuter traffic out more evenly.
- MTA missed opportunities to foster efficient land use because of politics.
- Land use decisions need to fully pay for the true cost of the decisions.
- Sales taxes currently give incentive to emphasize commercial over residential development.
- Fiscalization of land use needs to happen at state level.

- Must consider developers' costs. They'll go somewhere else if the fees are too high.
- Need legislative incentives for trans-village developments.
- Need incentives for private sector as well.
- Looking at small pieces of land for efficient use can make a difference. We don't need to make radical changes to make a difference.

Opportunities

- Look at implementing pilot projects to make them more politically palatable (e.g. 2% strategy of SCAG, San Diego Blue Line corridor development, Platinum triangle in Anaheim).
- Look at implementing an Oakland-like ordinance that requires less parking (TOD).
- Strategies for raising property taxes. Link property tax rates to current property values.
- Provide attractive mortgages for projects set in compatible locations.

Challenges

- Bad land use decisions of the past (e.g., Proposition 13) are "catching up with us."
- Overcoming "home rule" tendency of this region. More cities mean more constituencies to serve, greater difficulty in creating a "big picture" mentality.
- NIMBY regarding high density developments (e.g., Yerba Buena Metrolink station voted down).
- Difficulty in meeting information and other requirements (e.g., future ridership) necessary to secure funding and initiate projects.
- Developer fees already "maxed out." Legal restrictions cap fees that can be imposed.
- Affordable housing creates more congestion with less mitigation from developer fees.
- Difficult to get funding from financial institutions for mixed-use developments.

Encourage Collaboration Across Boundaries and Borders

- Travelers need information and to know what's ahead on freeways and local roads, across boundaries.
- Need to not define projects by boundaries. Roads/projects don't end at the county line.
- Need to know how other jurisdictions priorities are set and what their funding priorities are.
- Regional planning requirements should encourage collaboration.
- As an incentive, coordinate planning documents to leverage funding across regions.
- Metro-link is a good example of collaboration across boundaries and borders.
- Stakeholders need to be aligned in their priorities for collaboration to be successful.
- Projects wither or are delayed because transit habits across county lines weren't considered.
- This region has a very high number of jurisdictions/municipalities. Makes it very difficult to get things done.
- Integrate transportation education into schools – teach kids about public transit, civics, and the cost of transportation.
- There is a negative attitude toward collaboration in this region.
- Need more legislative incentives for collaboration.

Opportunities

- Synchronization of signals across cities and across county borders.
- Remove barriers and incentivize process for utilizing funds across boundaries.
- Work on developing a regional perspective to increase resident buy-in for transportation projects.
- Communities that entice businesses to relocate to their area need to ensure that all regions are analyzed for impacts.

Challenges

- Orange and LA County have little communication with one another on planning.
- Many projects provide benefits to the entire region, yet impact only one city or neighborhood. Need to create more equity. Need to have “more give and take.” Leave impacted residents with a viable commute.

Added Strategies

- **ADDED:** Stabilize existing funding sources and identify additional sources.

Task 4 – Prioritize Mobility Strategies – Individuals were given six votes each (3 short term priority votes and 3 long term priority votes).

Group Prioritization Results Tally - Orange County

Strategy	Term	Group 1	Group 2	Group 3	Total	Combined Total
Optimize Capacity Through System Management	ST	14	12	12	38	48
	LT	3	4	3	10	
Facilitate Goods Movement	ST	12	11	14	37	72
	LT	22	0	13	35	
Expand and Improve Multimodal Transfer Facilities/Expand Transit Services	ST	17	3	12	32	46
	LT	3	8	3	14	
Foster Efficient Land Use	ST	12	1	3	16	69
	LT	18	16	19	53	
Encourage Collaboration Across Boundaries and Borders	ST	10	7	9	26	57
	LT	13	10	8	31	
Stabilize Existing Funding and Identify New Funding Sources	ST	n/a	8	n/a	8	11
	LT	n/a	3	n/a	3	

GoCalifornia Regional Workshop #7

Region: *The Inland Empire Region*

Location: *Riverside, CA*

Date: *October 26, 2005*

Task 1 - What is your impression of the GoCalifornia Pyramid?

- The GoCalifornia pyramid makes sense.
- Demand Management and Value Price could be their own layers. The gas tax is losing value and we need to increase it and index it.
- Job creation strategies should be included.
- The Inland Empire is unique to California from a transportation perspective in that it is the most non-centralized, fastest growing county with multiple transit cores.
- Need to do a better job of planning housing and transportation in tandem.
- Need to streamline the aggregate permitting to allow resources to be mined locally.
- System completion will never happen.
- Doesn't look like the layers "talk" to each other – they don't appear to be integrated.
- Pyramid should depict funding relationship and priorities.
- The pyramid should be upside down in terms of priorities. Additional capacity is needed first, before anything.
- Expansion and completion should not be the last step.
- ITS should be a strategy utilized throughout the process. It is very cost-effective.
- Including "Smart Land Use" in the pyramid is very effective.
- "We are already working in a reactive environment where planning cannot be utilized effectively."
- The pyramid may be more appropriate for Northern California than Southern.
- The pyramid should show a concurrent and parallel effort among each of the strategies (2 respondents).
- "Many of these strategies are already in place."
- Move "Operational Improvements" to a position above "Maintenance and Preservation."

Task 2 – What does "mobility" mean to your region?

- This measure is far too lenient.
- Off-peak hours are more important.
- Applies to state highways not local roads. Freeway congestion is forced onto local roads.
- Need to know what level of congestion gets people off the freeways and on to local roads.
- Some ramp meters are adjusted for congestion. Helps reduce gridlock.
- Air quality isn't considered in the metric.
- It's based on freeway traffic; doesn't consider local traffic.
- What variables are assumed as contributing factors? (e.g., does projected congestion include all variables such as port traffic?)
- Need dedicated funding for preservation.

- Pyramid is for something new, but the system is already in place. Looks like we're going from top to bottom, but there are already things in place. All of these things are happening concurrently.
- Doesn't show how projects will be prioritized.
- Will pyramid be changed based on feedback?
- Looks rigid. Would like a more interactive visual (e.g., a circle with arrows).
- Would like the ability to modify the pyramid if projections are off.
- How will projects be funded? What about innovative financing like public/private partnerships?
- Project delivery is missing – looks like they're trying to deliver 20 years worth of projects in 10 years.
- Are upper parts of the pyramid relevant for all parts of the state (e.g., Los Angeles is already built out).
- Need to look at innovations for doing the work.
- Congestion is all the time. We need to take out the phrase "peak commute periods."
- Some people view any speed less than the speed limit as congestion.
- Why 35 mph?
- We should look at the average speed throughout the entire trip, not at the speed during 15 minute intervals.
- We should measure the time required to move a set distance as a standard measure.
- We need to assign different thresholds for different freeways. The measure of congestion is very subjective for many people. Tolerance levels differ according to where people are in the system.

Tasks 3 – Discuss the short-term and long-term strategies necessary to improve mobility in your area?

Optimize Capacity Through System Management

- The Inland Empire is growing so fast that the infrastructure is always behind demand.
- Need to create multi-modal options to meet future capacity issues.
- Create toll roads to off-set the cost and reduce congestion.
- There is a disconnect between planning, funding and building.
- Be responsive to local needs and requests.
- Local districts need to be empowered to be more responsive.
- Some communities don't understand traffic. They want to keep local roads small and direct cars to freeways.
- Need to look at regional and local impacts when optimizing capacity.
- Need flexibility in Caltrans manuals. They're not written with local needs in mind. They're not applicable to urban areas.
- It's difficult for localities to get control of timing of signals at onramps.
- We're all trying to solve the same problems. We're getting better at working together, but we're not there yet.
- Current infrastructure isn't very flexible (e.g., creating reverse lanes as needed).
- Context Sensitive Solutions – a very good program – continue it.
- Better planning for future expansion. Anticipate future needs so you don't have to undue things (e.g., moving sound walls).

Opportunities

- Valley-wide signal control.
- Smart corridors.
- Making bus travel more attractive by speeding up the duration of the commute by:
Creating fewer stops on the rapid transit bus system, decreasing wait times (headway) for connecting buses.
- Better coordination between light rail and buses to ease congestion.
- Expanding the Metrolink schedule into the night.

Challenges

- Inter-regional communication is very weak.
- Increasing ridership of existing public transit is very difficult. There are too many stops on Metrolink and this creates a long commute time.
- Addressing the conflict between ridership, density, frequency of stops and overall commute time.
- Creating more parking spaces for Metrolink.
- The ITS infrastructure in the region is insufficient.

Improve and Complete Key Inter-Regional Routes

- Improvements to Highways 74 and 79 have been included in the Measure A sales tax initiative.
- The 395 corridor study wants to make the freeway the corridor to the high desert area but funding is a challenge.
- Development is happening so fast that planning for the preservation of the right-of-ways isn't keeping pace.
- Need stable funding source (I-215). Lots of delays skew timeline and increase costs.'
- Tonner Canyon – locals have been trying to get it built for 20 years. It crosses three counties, so it's difficult to make happen.
- Don't repeat past mistakes as region develops. High desert – Caltrans should play a prominent role in developing those corridors.
- Projects may make it to COG, but not MTA. Difficult to know the process for how projects make the list.
- I-15 through Cajon Pass – goods movement and commuter traffic are traveling together – it's a big problem.

Opportunities

- Expansion of existing and creation of new toll roads.
- Completion of 210 and expansion to the I-10.
- Creation of additional grade separations to enhance railway travel.
- Dedicated truck lines to ports.
- Completion of HOV lanes throughout the Inland Empire.
- New HOT lanes (and extension of SR 91 HOT lanes) for trucks throughout the region.
- Reversible HOV lanes.
- Attach fees to the purchase of new vehicles.

Challenges

- Congestion caused from poor drivers.
- Identifying and securing necessary funding to complete important infrastructure projects.

Identify State Highways and Regional Corridors for Improvement

- A lot of expansion is underway on all of our current highways and freeways.

- Goods movement, capacity and operational improvements are major issues for the Inland Empire.
- Only adding new corridors, not just expanding what currently exists, will elevate future capacity issues.
- Riverside is the second fastest growing county in California but the funding for new roads isn't keeping pace.
- The infrastructure is not there to support the growth in housing we're experiencing.
- The environmental review process needs to be streamlined. It takes too long to go from planning to building.
- I-15, 395 – Along backside of San Bernardino County.
- Class 3 routes get no funding and are falling apart.
- I-10 – Palm Springs – Beaumont – there's only one route – very problematic. Plus, there are other entities involved – tribes.
- 18 Palmdale – East. Need and interstate instead.
- SR 91 is a nightmare.
- Need another connector in addition to 78 and 91.
- Need more east-west connectors.

Facilitate Goods Movement

- Move goods (run trucks) at night like they did during the Olympics.
- Need for increased container fees to finance strategies.
- Southern California ports effect goods movement in the Inland Empire counties.
- Educate the rest of the country on the role California plays in the national goods movement arena.
- There is a major capacity issue at the Colton Crossing where 2 major lines intersect.
- Local infrastructure is not supported around major distribution centers.
- More dedicated truck lanes and container fees would help.
- Fully fund ACE project.
- Create dedicated truck lanes.
- Created dedicated toll lanes for freight.
- Establish time of use incentives.
- Need stable funding.
- Exempt grade separation from NEPA process.

Opportunities

- Create additional grade separators.
- Create dedicated truck lanes.
- Extend the Alameda corridor.
- Enhance communication with railroad industry.
- Utilize container fees to fund needed infrastructure.
- Assess fees on the final destination of containers and determine the individual percentage of fees owed by states receiving goods.
- Increase coordination between distribution centers and ports to enhance the flow of traffic.
- Expand public/private partnerships with the port industry.

Challenges

- Communication between railroad industry and local governments is poor.
- Addressing air quality and quality of life issues affected by goods movement.
- Ports need to remain competitive.

Expand and Improve Multimodal Transfer Facilities/Expand Transit Services

- The Santa Ana River Bike Trail project is a good example.

- The Metro Link success and expansion to Paris, CA.
- Need to increase rider-ship on Metro Link. There are schedule problems that limit usage currently.
- Connections in the multi-modal infrastructure need to be addressed (the first mile and last mile need to be integrated into the system).
- Need to develop disincentives for drivers to get off the roads and onto mass transit.
- Need to encourage the public to use mass transit by promoting the safety aspects and cost effectiveness.
- Need to advertise all of the benefits of public transportation and connect RTA with the trains.
- Lost of money on bus routes that are never used.
- Need to change people's thinking about other options.
- Parking at Metrolink stations is so bad – barrier to use. Routes and times are inconvenient.
- Security at bus stops – no curb and gutter and they're in unsafe areas.
- Need mobility once you reach destination (e.g., feeder buses).

Opportunities

- Expand the Orange Line in the San Fernando Valley to reach the inland region.
- Create additional marketing of new transit options as they come available.
- Expand current capacity (ridership) through decreasing wait time between connections and overall time required to travel from origin to destination.
- Utilize urban growth boundaries to increase density development.
- Expand corridor development. Bring jobs and entertainments to the cities.

Challenges

- Need to define a realistic vision and definition of density for each region. There is no "one size fits all."
- Increase the safety and attractiveness of transit facilities for riders.

Foster Efficient Land Use

- Need more employment in the region to match the housing boom.
- Work with developers to support the needed infrastructure. More public/private partnerships.
- Smart growth and mixed use projects are underway (e.g. Meridian Business Park).
- Space is limited. Even if enough money was available, land is limited and the environmental challenges are great.
- This is wishful thinking.
- High desert communities are trying to get alignments nailed down so they can modify their general plans accordingly.
- Transportation needs to be at the table sooner for integrated planning.
- Face reality of what exists; be smarter about managing what exists today.
- Bring environmental justice folks to the table as well – some of these issues become poor vs. rich.
- Would like to have less focus on land use. We need to fix the 30 years we're behind.
- Focus on outlying areas.
- Market will dictate land use, not Caltrans or elected officials.
- Caltrans needs to respond quickly to land use arena.

Opportunities

- Enhance communication between regional governments.
- Planning growth and transportation concurrently. Locating jobs and housing in close proximity.
- Utilizing concepts from the "new urbanism."

- Creating new impact fees for developers.
- Work with employers to create more telecommuting opportunities.
- Expand the light rail system and other public transportation systems. Investing now will normalize public transportation for the next generation.

Challenges

- Increased pollution.

Implement Regional Growth Strategies

- Riverside has integrated strategies that include bringing multiple plans together that include, transit, environmental impact, general land use and habitat plans.
- Goal is to implement the “blue-print” plan.
- Transportation mitigation fees would help if developers pay to fund arterial roads.
- Need political support to coordinate across inter-regional boundaries and shared corridors.
- Riverside and Orange counties are currently engaged in joint future growth and capacity planning.
- Need to include Nevada in the planning process since the Inland Empire is a gateway to NV.
- Jurisdictions are being forced to collaborate more.
- The strategies have been identified. Now we need to implement them.
- Need stable funding source.
- Feds make environmental and social decisions and don’t build freeways (i.e., NEPA process considers impacts of building, but not the impacts of not building).
- Need to strike a balance between environmental impacts vs. impacts of not building.
- EIRs take too long.
- Could be more strategic if process wasn’t so complex.
- Legal challenges are challenging!
- Glad that Caltrans has accepted NEPA delegation - use it as much as possible.

Added Strategies

- **ADDED: Stabilize Funding Sources and Identify New Funding Sources.**
- **ADDED: Develop Strategies to Ameliorate Construction Industry Challenges (Cost Increases; Resource Availability; Graying of the Workforce).**

Task 4 – Prioritize Mobility Strategies – Individuals were given six votes each (3 short term priority votes and 3 long term priority votes).

Group Prioritization Results Tally - Riverside

Strategy	Term	Group 1	Group 2	Group 3	Total	Combined Total
Optimize Capacity Through System Management	ST	6	9	9	24	38
	LT	1	7	6	14	
Improve and Complete Key Inter-Regional Routes	ST	9	2	4	15	24
	LT	1	1	7	9	
Identify State Highways and Regional Corridors for Improvement	ST	6	5	4	15	26
	LT	1	3	7	11	
Facilitate Goods Movement	ST	7	7	3	17	43
	LT	9	8	9	26	
Expand and Improve Multimodal Transfer Facilities/Expand Transit Services	ST	0	0	n/a	0	9
	LT	5	4	n/a	9	
Foster Efficient Land Use	ST	0	2	6	8	16
	LT	1	0	7	8	
Implement Regional Growth Strategies	ST	7	0	6	13	22
	LT	2	0	7	9	
Stabilize Funding Sources and Identify New Funding Sources	ST	4	n/a	n/a	4	15
	LT	11	n/a	n/a	11	
Develop Strategies to Ameliorate Construction Industry Challenges (Cost Increases; Resource Availability; Graying of the Workforce)	ST	0	3	n/a	3	12
	LT	7	2	n/a	9	
Develop Public/Private Partnerships to Build Transit Systems	ST	n/a	1	n/a	1	2
	LT	n/a	1	n/a	1	
Improve Incident Management Systems	ST	n/a	1	n/a	1	4
	LT	n/a	3	n/a	3	

GoCalifornia Regional Workshop #8

Region: San Diego and Imperial Counties Region

Location: San Diego, CA

Date: October 27, 2005

Task 1 - What is your impression of the GoCalifornia Pyramid?

- It is a little confusing. It looks like one strategy is built on another.
- The heights of each strategy are different. Are they relative to the amount of effort dedicated to each?
- "Operational Improvements" is not large enough. It should be combined with "Maintenance and Preservation."
- Why a pyramid? What is the significance of the shape?
- The order seems "off".
- Smart land use should be woven into each of the strategies.
- Need to expand information technology options and strategies past the use of ITS. There are many others that should be explored.
- The bottom layer needs to include pedestrian and bike trips.
- There's nothing on the pyramid about regulatory or environmental streamlining to help get to the top layer of the pyramid.
- How will we prioritize? What are the time increments? What are the milestones?
- Flow is logical, but doesn't show concurrent activity.
- Need more detail on implementation of transportation and land use integration.
- We talk about goods movement, but not people movement – very important to the economy. Need to consider transit and the movement of people without cars.
- How get business community and the public been involved in *GoCalifornia*?
- The visual will have to be very clear to be understandable.
- What is the significance of the pyramid? How about a soccer ball – equal sized squares.
- Would like to see more coordination with regional transit agencies.
- There is nothing regarding education (alternate routes and modes) and enforcement (driver behaviors).
- It's colorful.
- How will we look at performance milestones over the 10 years?
- How will it be funded? Funding should be the base.
- I like smart land use.
- The pyramid doesn't highlight how the layers are interdependent with one another.
- The pyramid shape may be part of the problem, should be more circular to show how each layer relates to the other (not just on top of each other).
- The graphic could be circular like the Olympic rings.
- The evaluation component is different than all of the other layers.
- Evaluation and performance standards are tied to funding source criteria. Which is more important, funding source criteria or Go CA criteria?
- Would like to see the costs associated with each layer. It looks like the bottom layers are the most expensive.
- Need to measure through-put to get increased through-put.
- The implementation of the pyramid will be different depending on the locale.
- The pyramid shape contains pre-conceived notion that they are in ascending order of importance.

- Is there flexibility within the pyramid or the ability to move the layers around depending on local needs/priorities?
- Need to provide baseline measures to know if we're achieving success in the future.
- Provide more information and education on exactly what each layer of the pyramid means (give good examples of ITS and smart land use strategies that we can emulate).
- Some of these terms (e.g. ITS) mean different things to different people.

Task 2 – What does “mobility” mean to your region?

- Should look at road capacity in general not just freeways.
- This applies only to the freeways. It should include all modes of transportation (e.g., SR 95 is not a freeway, but has terrible congestion).
- Times between destinations should be the measure, not time intervals.
- Reliability needs to be part of the measure. Trip time needs to remain the same on different days and at different times (peak or not).
- Other modes of transport should be considered in the definition.
- Should use a ratio between peak vs. non-peak travel times as a measure that could be applied to all modes of transport.
- Should look at the work being done at PATH Berkeley regarding speed and efficiency.
- Congestion should be called, “barriers to movement/mobility” to consider all modes, not just cars.
- Congestion measures do not work for all types of transit – trip time or delay or for pedestrians and bicyclists. How about measuring barriers to mobility. Congestion is a barrier, but so is the lack of transit, distance to transit stops, infrequent buses, corridors closed to bicycling, etc.
- Don't exclude movement of things other than cars (people, transit, bikes).
- 35 MPH is a generous threshold. We'd love to be at 35 MPH in some places.
- Delay time is more meaningful as a measure. Right now, border crossing is 90 minutes.
- Congestion is a high priority in this region – citizens voted on sales tax to fund congestion reduction.
- Highlight specific local travel corridors and conditions to make the case for reducing congestion.
- Should strike the phrase ‘during peak commute periods’ as it doesn't apply in some areas.
- This metric only applies to freeways.
- Peak periods are different depending on where you are coming from/going. Some places have peak periods all day, 7 days a week.
- In our region we have an agricultural congestion problem around activity centers.
- This metric doesn't apply to congestion related to border crossing and border checkpoints.
- Congestion and air quality issues are interrelated.
- Look at trains and freight congestion as well.
- Measure capacity in lost time not in speed.
- Need something more general if you want it to apply state-wide. This metric is mode specific.

Tasks 3 – Discuss the short-term and long-term strategies necessary to improve mobility in your area?**Optimize Capacity Through System Management****Opportunities**

- Optimizing signal management through implementing new technologies that talk to each other.
- Give priority to mass transit in signal management.
- Create “door to door” system management.
- Create more state and local coordination.

Challenges

- Surface streets and arterial congestion. It is difficult to get commuters to the freeway systems due to constant light changes, traffic from trains, backed up ramp meters etc.
- Many commuters are using the freeways to complete short distance travel because arterials are so backed up. Need to get more efficiency out of the local system.
- 1-78 ramp meter does not consider the impact on San Marcos Blvd and other arterials.
- Living with ban land use planning of the past. The region needs to refocus on using smart land planning strategies for the future.
- Trolley stops are too short (every 2 blocks).
- Cost to construct grade crossing is prohibitive.
- Conflict between state interests (the highways) and local interests (the city streets).

Discussion

- Caltrans needs to market the District 11 website and phone number that provides traffic information.
- System management information isn’t accessible to all.
- 511 traffic information.
- If people have the information, they’ll make better choices.
- System management works only if there are choices.
- Need for education regarding system management options.
- Expand mobile message sign usage.
- The managed lanes project on I-15 is moving forward (under construction).
- Social equity issues need to be addressed (HOT lanes verses affordability).
- Value pricing at the border crossing could be tried as an experiment.
- Remove traffic hazards more quickly (accidents). Explore better emergency-situation lane usage.
- Need real-time information available to drivers, alternate routes, estimated drive times, emergencies, etc.
- This should not just be for the freeway system.
- Communities are enacting traffic calming projects that limit access on local roads, which pushes more cars onto the freeways.

Complete Focus Routes and Mexico Gateway Routes**Focus routes and gateways identified as:**

- Focus routes: 5, 805, and 15.
- Gateways: 98, 905, 78-11 Rawley Pass.

Opportunities

- Need to include I-8 as a focus route.
- Need to identify incentives to steer trucking to additional routes (e.g., I-8).

- Open 125 to the border.
- The region has identified local funding and has a plan. But the funding is not adequate to implement the plan.
- Streamline the complicated environmental process. Create an environmental benefit program within the environmental process to create incentives for buy in.
- The environmental impacts for Rawley Bypass and I-95 have already been completed.
- Lossan Corridor – Los Angeles, San Diego, San Luis Obispo rail corridor agency could be used for moving freight.

Challenges

- Local funding for projects is not sufficient. Region needs additional, state, federal and private industry matches and investments.
- STIP cycles are coming up with nothing for regional projects. State is not providing the region sufficient funding for needed infrastructure.

Discussion

- Politics is money. Need more funding.
- Container trucks end up on city streets – need 905 expansion.
- Federal Highway Administration doesn't provide funding for border routes. They assume that the money will come from the revenue generated from the business. But there are many negative impacts of cross-border commerce (e.g., traffic, air quality).
- There is a change in the quality of the infrastructure when you cross the border. We need to think across-borders when we plan improvements.
- Homeland security focus is a priority at the cost of mobility and commerce.
- What about rail connections? Rail is so far behind demand!
- There hasn't been new rail for cargo in a long time.
- Rail should use Right of Way rather than ownership. It would be more efficient.
- Exiting rail would be appropriate for intercity rail (moving people) not cargo.
- Similar issues as the Goods Movement strategy below.
- Mexican funding has to match US funding to be effective.
- Cooperation is key to success.
- There are huge bottleneck issues around border crossings.
- Need dedicated roadways and expansion of existing roadways and facilities too.
- When costs go up significantly after a project has started, it's difficult to complete it because there isn't enough money.
- Need a rational cost/benefit analysis done if fund service isn't available. Need to understand from a cost/benefit perspective, what is the best way to spend our money and get a return on our investment.
- Need a regional master plan to guide and prioritize local strategies.
- Complete the Rawley Bypass (78)

Facilitate Goods Movement

Opportunities

- Use more rail lines in place of trucks.
- Look at the mutual benefits to goods movement and passenger rail and coordinate the two.
- Create a new port of entry.
- Build on the new managed lane systems than can shift priorities during peak commuting hours and goods movement hours. Can be used to meet several different and at times competing goals.
- Change regulations to expand hours of port operations.

- Send goods to a central repository away from the port to be checked by regulatory agencies to decrease port congestion.

Challenges

- It is easier and more attractive for cities to get quick money out of housing development than industrial and other developments. The quick money skews their land use decisions.
- Need more infrastructure built with new housing developments appearing everywhere.

Discussion

- Use rail to increase cargo capacity and increase goods movement and economic competitiveness of the region. Rethink port and rail connections.
- Need to consider air cargo as well.
- Why is goods movement separated from people movement?
- Emphasize I-5 corridor – L.A. to S.D. – need for double tracking.
- Off-peak delivery of goods is a good idea.
- Have to have the same capacity on the Mexican side of the border in order to improve capacity on the US side.
- Need to open the ports at night (operate longer hours) to improve commercial freight delivery.
- Improving cargo movement is not just about sea ports but about land and airports as well.
- Need to determine and use the best mode possible (e.g. train, boat, truck).
- Business only wants to use the quickest and cheapest method to transport goods.
- Air quality is impacted by goods movement.
- Capacity in this region is limited by a lack of E/W rail lines.
- Goods movement has an image problem (big trucks on freeways).
- Need dedicated truck corridors.
- Need better infrastructure to support the boarder inspection processes.
- Trucks often operate at peak commute times because facilities are not open around the clock to receive goods.

Expand and Improve Multimodal Transfer Facilities/Expand Transit Services

Opportunities

- Implement the long-range transportation planning that has already taken place.
- Create more customer-focused transit (e.g. express trolley service, better interchange between modes of transport).
- Create high density retail/residential mixed use.
- Implementation of ITS systems and smart cards.
- Bicycles and bicyclists now considered within planning process. Need to extend same awareness of bus service and pedestrian thruways when planning.

Challenges

- Need to identify stable funding source for transit system improvements
- Need to increase public safety issues and public comfort issues on public transportation and on school bike/pedestrian routes.
- Congestion created by parents dropping off and picking up children at school.

Discussion

- Transit could go a lot further to help make California Go if the funds were there. Could have a bigger impact.
- In this region, we haven't reached critical mass in rider-ship. We have some good elements, but need to see it through.
- Need operating funds, not just infrastructure funds to increase frequency.

- Politicians and the public don't see transit as a funding priority.
- People see transit as subsidized but don't see roads as subsidized.
- People need a vision of what it could be.
- Voters said they want a mix of transportation modes – transit, bike paths, road improvements, hopefully it will happen.
- Need more rapid transit buses.
- Require bus stops and linkages for new housing developments.
- Need additional sales tax source for transit only.
- Caltrans Division of Rail needs to recognize that without proper investment in connecting transit – parking needs to be funded – Coaster could easily double or triple ridership.
- This is important for freight and passengers. Need to identify the best mode for each.
- Increase funding sources available for other types of transit not just freeways.
- The majority of the funding currently is reserved for freeways and roads
- Multi-modal transit options need more political backing to be successful.
- Funding drives decisions. It is purely a political process.

Foster Efficient Land Use

Opportunities

- Create additional affordable housing.
- Eliminate the fiscalization of land use among cities (i.e., sales tax and commercial development).
- Create more incentives for transit corridor development.
- Create more flexibility in the uses of re-development monies.
- Provide greater central authority to SANDAG and other local planning agencies.

Challenges

- Creation of affordable housing in an expensive housing market.

Discussion

- Need to change zoning and regulations to effect density. Provide incentives.
- Need carrots and sticks.
- Local decisions undermine regional network. They delete portions of the larger network.
- Implement traffic management strategies – trip reduction, vanpools, staggered work hours.
- The current tax structure encourages inefficient development.
- Not under state control. Not enough coordination across boundaries to make this work.
- Provide examples of best practices for efficient land usage in high-density urban areas where this is working elsewhere in the state/country.
- Affordable housing is a huge issue in this region.
- Some communities eliminate local access issues themselves.
- Need to induce 'shame and guilt' strategies. Need to be shamed into doing the right thing and to look beyond the benefits to my community only. Need to care about what's best for the region as a whole.
- From planning to implementation takes too long. Incremental planning is the key.
- Need to be able to offer incentives and disincentives to make this happen.
- This is politically driven and political will changes (as politicians/elected officials come and go).

Encourage Collaboration Across Borders and Boundaries

Opportunities

- Centralize authority of SANDAG and other local planning agencies to make land use decisions. Need to create more local empowerment to address border issues such as border crossings.
- Create more collaboration between North Counties in terms of focus corridors.

Challenges

- Racial and national friction at border.

Discussion

- There are many committees that work across borders that have made progress (e.g., more staffing at border crossings, extended hours of operation). It would be beneficial to increase the collaboration.
- This is particularly relevant because there are many residents who live in one county and work in a neighboring county.
- There are many cities in the north county who block each other where there is no collaboration.
- Cross boarder funding and priorities need to be better aligned.
- Our capacity is interdependent to what SCAG does.
- Working with US Representatives and Mexicali officials to change the timing of train crossing and customs processes in a joint effort.
- SANDAG only has 5 working committees and only 1 that works on inter-regional issues.
- Policy boards have to make this a priority in order for it to happen.
- CHP works collaboratively with their facilities on the Mexican border.
- The challenges of working with the government of another county can not be underestimated.

Added Strategies

- **ADDED:** Encourage collaboration between governmental entities.
- **ADDED:** Public/private collaboration.
- **ADDED:** Social/economic justice.
- **ADDED:** Quality of life issues.

Task 4 – Prioritize Mobility Strategies – Individuals were given six votes each (3 short term priority votes and 3 long term priority votes).

Group Prioritization Results Tally - San Diego

Strategy	Term	Group 1	Group 2	Group 3	Total	Combined Total
Optimize Capacity Through System Management	ST	10	5	4	19	35
	LT	3	6	7	16	
Complete Focus Routes and Mexico Gateway Routes	ST	7	1	7	15	22
	LT	0	5	2	7	
Facilitate Goods Movement	ST	7	4	5	16	27
	LT	4	4	3	11	
Expand and Improve Multimodal Transfer Facilities/Expand Transit Services	ST	3	9	4	16	32
	LT	7	4	5	16	
Foster Efficient Land Use	ST	0	10	3	13	35
	LT	14	4	4	22	
Encourage Collaboration Across Boundaries and Borders	ST	8	1	2	11	18
	LT	2	1	4	7	
Encourage Public/Private Partnerships	ST	n/a	2	n/a	2	4
	LT	n/a	2	n/a	2	
Improve Collaboration Across Governmental Entities	ST	n/a	2	n/a	2	6
	LT	n/a	4	n/a	4	
Promote Social and Economic Justice	ST	n/a	0	n/a	0	3
	LT	n/a	3	n/a	3	
Improve Quality of Life for Community Residents	ST	n/a	2	n/a	2	3
	LT	n/a	1	n/a	1	